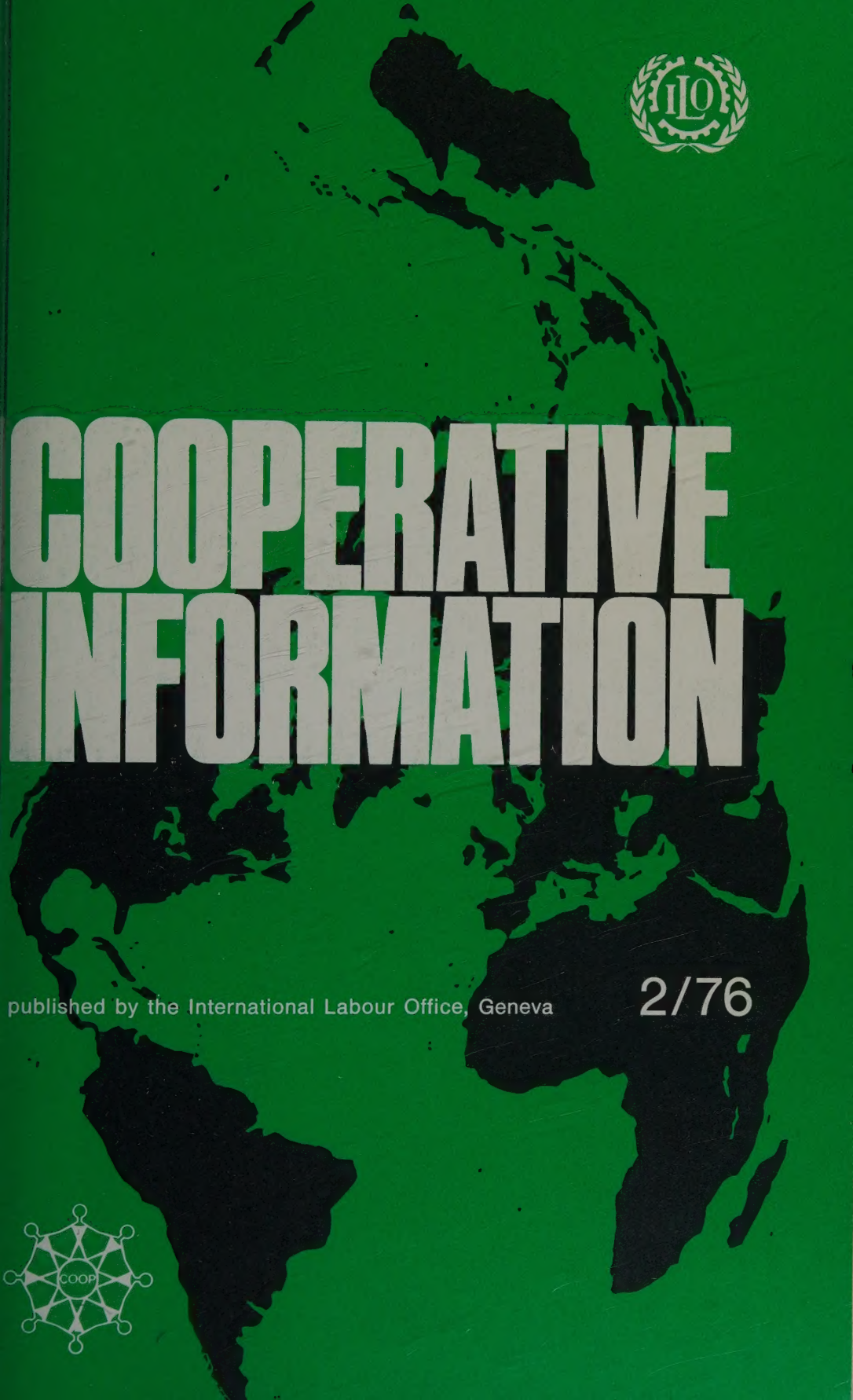

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Contents

PAGE

THEORY AND METHODS

Social and Co-operative Achievements Balances,
by R. Louis 1

Nigerian Experience in Promoting Handicrafts through Co-operatives
by Dr. M.O. Ijere 25

LAWS AND REGULATIONS

Co-operation, Co-operativism? Notes on Certain Provisions in Recent Co-operative Legislation,
by R. Louis 41

HISTORY

List of Events in Polish Co-operation during the XIXth and XXth Centuries 65

NEWS

Declaration of the ICA 81

Summary of Statistics of the ICA 82

ILO: World Employment Conference Plans Concerted Assault on Mass Poverty 84

New members join the ILO 89

61st Session of the ILO Conference: Measures to Tighten Observance of Labour Standards 89

PAGE

Nomination of New Members of the Panel of Consultants on Co-operation 93

Singapore: FAIRDEAL Book Co-operative Ltd 97

Fourth Session of the United Nations Conference on Trade and Development (UNCTAC) 99

■ DIRECTORY

Bulgaria 105

■ BOOK NOTES

Films, studies and documents on co-operative training produced by the National Centre for the Promotion of Co-operative Enterprises (CENAPEC) in the Ivory Coast 135

Bibliographical cards

Articles appearing in "Co-operative Information" may be reprinted but acknowledgement should be made, citing "Co-operative Information", published in the ILO, Geneva, Switzerland. Please send us two copies of such reprints.

Theory Methods

THEORY
METHODS

Social and Co-operative Achievements Balances *

Being in the picture and understanding is the beginning of participation (1)

The first of the 69 proposals made in the Sudreau Report (2) recommends the establishment of an annual social achievements balance for each undertaking of any importance, on the basis of indicators representing the social situation and working conditions. This document would enable the employers and workers concerned and governmental and other persons in positions of responsibility to know how the daily life of the undertaking is progressing and changing. Grouped by branch or sector, these social achievement balances would give a better idea of the quantitative and qualitative differences between undertakings in a given branch and, once another investigations has been completed, would help in determining the "leading sectors", i.e. the most socially developed, and the "backward" ones.

As G. Lasserre has pointed out in connection with new forms of undertaking, of which the Sudreau Committee also proposed the creation, but it applies also to the establishment of social achievements balances, this must be considered as a tribute to the co-operative movement (3), a tribute which has never been paid.

In his book "Pour une réforme de l'entreprise", which appeared in 1963 already, F. Bloch-Laîné, who was at that time Director-General of the Caisse des Dépôts et Consignations in Paris (France) made only one reference to workers production co-operatives (WPCs). He placed them on the same footing as work communities, i.e. merely as generous and bold solutions which have sometimes succeeded, but which do not appear suitable as major production units (4). Recognising thus the reality of the Mondragon complex, for example, despite his very great objectivity, he considered them neither capable of lasting success nor possessing the nature of a living centre of active and collective investigation into the best means of experiencing together the production adventure (5).

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* By R. Louis, official of the Co-operative Branch of the International Labour Office. The numbers in brackets refer to notes at the end of the text.

Moreover, when studying the status of the workers in a reorganised undertaking, he wrote: "The accession of the workers to partial ownership of the undertaking and thereby to its management is not reasonable, if only because the management of an undertaking is less and less bound up with ownership ... The revolutionary formula of a "worker-run plant" derives from the same illusion as the paternalist concessions of "the association of capital and labour" or "co-management"." This is a logical viewpoint, since F. Bloch-Laîné endeavours to show why and how a "functional ownership" can replace "proprietorship". (6)

This reasoning in no way invalidates all that which can be placed to the credit of the WPCs in France and elsewhere. Thus, during the past 25 years, their production index rose by 594.7 per cent in France, whilst the national index of industrial production rose to only 292.8 per cent (7), almost exactly half. Also in France, their activities increased by 10 per cent in 1975, the first year of the crisis, whilst industrial activities as a whole dropped by 10 per cent (8).

Another level, disdaining the WPCs means forgetting that they have been real social laboratories in which many social measures have been devised and developed; first of all applied voluntarily by workers' co-operatives and then, once their economic and social value had been proven, made compulsory by legislation. A. Antoni, General Secretary of the (French) General Confederation of WPCs and Chairman of the International Committee of Workers' Production and Craft Co-operatives of the ICA, recalled this fact in 1958, after having demonstrated it as long ago as 1946 and 1951 (9).

One of these important accomplishments is precisely the "co-operative achievements balance". A preliminary version had been prepared in 1965 by the General Confederation of the WPCs. This first document of 18 pages was tested by a small number of voluntary WPCs between 1965 and 1968. It is still used by some dozens of them. This first "balance" nevertheless appeared somewhat complicated and ambitious to co-operatives with limited administrative facilities. A second version, very simplified, comprising a table of only two pages, was drawn up in 1971, and has since then been sent annually to all the WPCs affiliated to the General Confederation by its "Achievements Balances Central Office", together with the management analysis documents; this questionnaire is regularly completed by about 300 co-operatives. Some of them also make more detailed breakdowns of their situation using criteria and parameters which they have adopted themselves (10).

The establisment of a social or a co-operative achievements balance immediately raises the problem of the choice of headings to be used, the ratios to be adopted, and suitable calculating and weighting systems. It is therefore interesting to consider how on two occasions P. Beaudeux and E. Favard carried out a "social study" in France: in 1975 in respect of the 50 largest undertakings in that country and in 1976 of a sample of 47 medium-sized undertakings (defined by a range of labour forces of between 500 and 2,000),

including in particular those who have given rise to resounding disputes and - for purposes of comparison - once again of eight large undertakings selected from the leaders of the preceding year (11).

The social study of 1976 is of all the more importance to co-operators as the authors included in one of the eight sectors (food, building and public works, chemical, electrical assembly, distribution, mechanical, services, textiles) to which the firms studied belonged, a consumer co-operative, the "Société régionale Coop Pyrenées Aquitaine", founded on 1 January 1974 following the merger of Midi Coop (Toulouse) and co-operators of the Adour Basin (Pau).

The social study is split up under 11 headings: information, training and promotion, employment, working hours, retirement, working conditions, occupational accidents, remuneration, the situation of women, social relations and disputes, and trade union life. A total of 57 questions (12) on these subjects was put to the management and union representatives of the 55 undertakings (24 located in the Paris area and 31 in the provinces) between the end of December 1975 and mid-February 1976.

The objectivity and value of the "social study" can be judged from the fact that the investigators interviewed the union spokesmen of 53 undertakings and directors of 49 of them. In a very large number of these cases, the replies from both sides were identical. Where they were dissimilar, the two versions are mentioned.

If we merely examine the "social performances" of the only co-operative undertaking covered by the investigation, classifying the replies to those questions relating solely to verifiable facts under the three headings: good, average and poor, we obtain the following pattern for Coop Pyrenées Aquitaine, although this is given for none of the undertakings in the presentation of the results of the social study, published by "L'Expansion".

Poor Average Good

I. Information

1. Meetings organised on the initiative of management (other than those of the works council)

   For supervisors

2. For supervisors and foremen

3. For the entire personnel

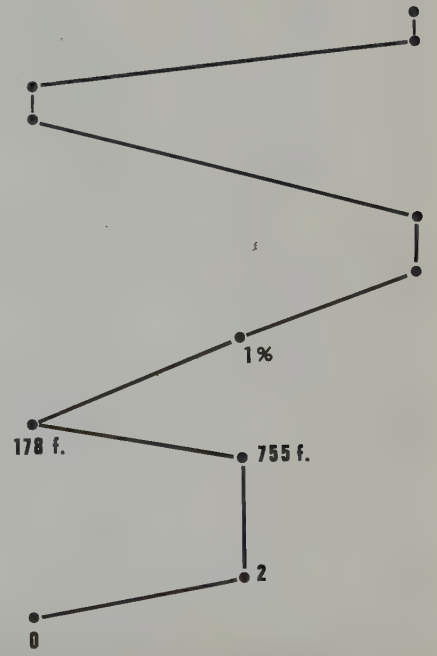
4. By workshop or service

II. Training - promotion

5. Is the training plan discussed with workers' representatives?

6. Drawn up with them?

7. Percentage of 1975 training budget in relation to the payroll



8. Average training expenses in 1974: for workers and employees

9. For supervisors

10. How many supervisor posts were filled in 1973, 1974 and 1975 by:

    external recruitment

11. internal promotion?

III. Employment

12. Percentage of voluntary departures in relation to the average labour force (mobility)

13. Percentage of hours not worked on account of absenteeism, in relation to total potential number:

by men

14. by women

15. average, men and women

16. Percentage of dismissals in 1975 in relation to the average labour force

IV. Working hours

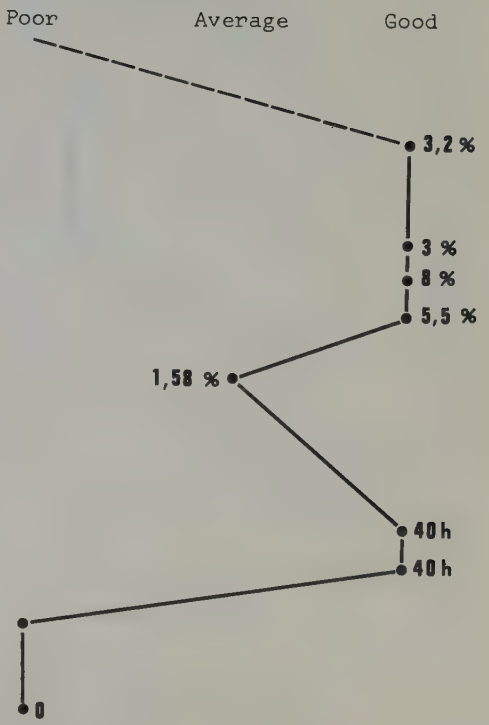
17. Workers' working week of

December 1974

18. In December 1975

19. Are there flexible working hours?

20. Total annual number of working days of leave over and above legal minimum (except those for length of service)



V. Retirements

21. Is there a retirement preparation programme including job organisation?

22. Including retirement separation grants?

23. Including leave extensions?

24. Are there early retirement arrangements and if so what is the relevant minimum age?

25. Ratio of last year's wages to first year's early retirement grant

VI. Working conditions

26. Are workers consulted on their working conditions?

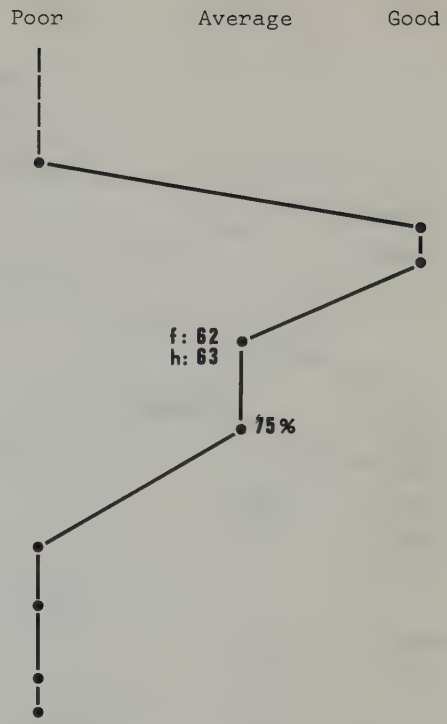
27. On machinery and tool design?

28. Are there equipped areas for:

cafeteria?

29. recreation?

30. What is the ratio of hours worked between 22.00 hours and 05.00 hours in relation to total attendance?



(cannot be assessed)

VII. Occupational accidents

31. Occupational accident frequency rate in 1974 (No. of accidents x 100,000/No. of hours worked)

32. Severity rate (No. of days lost x 1,000/No. of hours worked) in 1974

33. How many killed in 3 years (1973, 1974, 1975) by occupational accidents?

34. By commuting accidents?

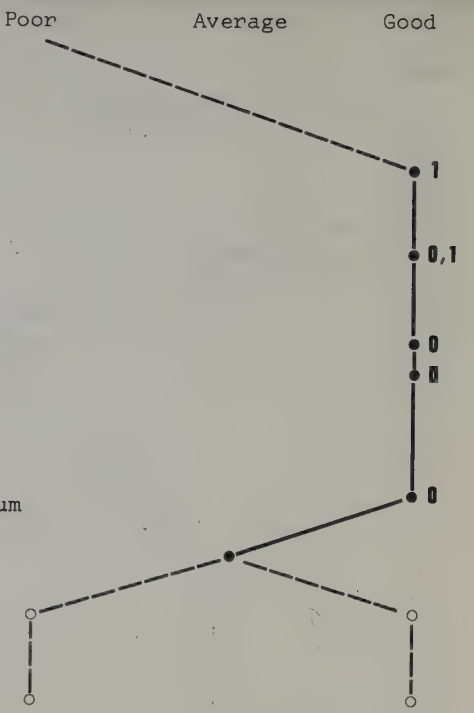
VIII. Remuneration

35. Percentage in December 1975 of wages paid between the legal minimum and percentage above legal minimum

36. Wages of lowest category in 1975 for 173 hours

37. Annual total of the ten highest wages (1974)

38. Estimation of the post range (in 1974) between the lowest and the average of the ten highest



Note: The classification of the replies to questions 37 and 38 is very subjective. It depends on what is considered desirable: a wide or a narrow wage range. It will be noted that the range of wages in Coop Pyrenées Aquitaine is the narrowest of all and that the total of the ten highest wages is naturally also the lowest amongst the 44 undertakings covered by the survey and which replied to these questions, 11 having failed to do so.

39. Increase in the lowest wage between 1/1 and 31/12/75

40. Increase in the average wage between 1/1 and 31/12/75

41. Wage of a skilled worker, grade OS 2 (coefficient 127 or equivalent) in Dec. 1975

    for 173 hours, all bonuses included and before deduction of social security contributions

42. Wages of a shorthand-typist (one year's service) in December 1975

    for 173 hours, including all bonuses and before deduction of social security contributions

IX. Women

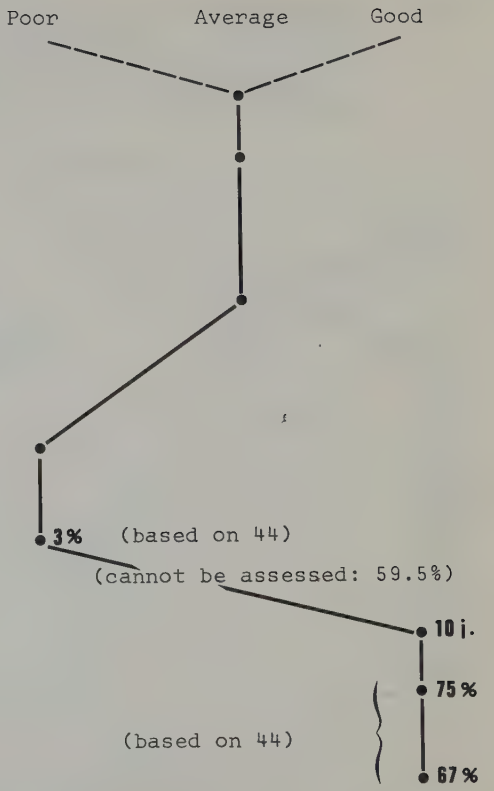
43. Percentage of women amongst supervisors

44. Percentage of women in total labour force

45. Number of paid day's absence on account of a child's illness

46. Percentage of women amongst candidates for last workers' elections

47. Percentage of women amongst the candidates for election to the last works council



Poor Average Good

X. Social relations and disputes

48. Is there an undertaking agreement?

49. Number of disputes referred to labour courts in three years (1973, 1974, 1975) (based on 50 to 53) 7

50. Strikes, percentage of days lost in relation to total number of working days in 1973 0

51. In 1974 0

52. In 1975 0

53. Average of the three years 0

XI. Trade union life

54. Percentage of payroll devoted to social activities of works council and managed by it

55. Does the time granted workers' representatives and union delegates exceed the minimum legal?

56. May the unions distribute pamphlets at the workplace and during working hours? Accepted

57. During the past three years (1973, 1974, 1975) have there been any dismissals of trade union delegates, works council members or workers' representatives? 0

This outline of Coop Pyrenées Aquitaine is naturally reflected in the classification of the "best undertakings" shown by sector under each heading. It was second under "general performance" in the distribution sector, and was graded:

- second for information, as no undertaking organises meetings by workshop or service, but there are meetings for all workers of the undertaking in this sector, which takes first place under this heading;

- second for training and promotion; the best in this sector makes as much use of internal promotion as external recruitment in filling supervisor posts;

- first for employment, the small percentage of dismissals being offset, by comparison with other undertakings, by less and little absenteeism;

- first also as regards occupational accidents;

- second for remuneration, the best in the sector paying a higher salary to the lowest category of worker and distinctly higher to a shorthand-typist. It is worth noting that the pay range is twice as wide;

- first again under social relations, although the number of cases referred to the labour courts in three years is higher than in the undertaking placed second, but the latter had no undertaking agreement;

- second as regards trade union life, the undertaking holding first place allotting twice the percentage of payroll for the social welfare budget managed by the works committee and more time to workers' representatives and union delegates, but forbidding the distribution of pamphlets at the workplace during working hours. The investigators also note that in an undertaking like Coop Pyrénées Aquitaine, the co-operative spirit facilitates relations between management and the unions (CGT, FO and CFDT). There are no quarrels regarding the philosophy of economic activity, merely some dissention on methods of management, particularly as regards wage claims.

On the other hand, Coop Pyrénées Aquitaine is distinctly less well placed in its group (distribution) as regards working hours (no flexible hours nor leave beyond that legally stipulated), retirement (no job arrangement, retirement at 62 years for women and 63 for men, compared with 60 years generally in the other distribution undertakings) and, which is more serious, working conditions (neither consultation on working conditions and tool design, nor recreation rooms) and poor representation of women amongst supervisors.

This social study would become a social achievements balance if it were supplemented by replies to certain other important questions, which are in fact given by some of the undertakings covered by the study. Other points mentioned include:

- as regards structural participation measures, the inclusion on the supervisory committee not only of "advisers" elected by the workers and authorised to consider any matter concerning the undertaking's operations, but also representatives of the joint staff investment fund in one undertaking in which this holds about 8.5 per cent of the registered capital; in another undertaking, there is a standing joint committee comprising representatives of management and the unions, which is informed down to the smallest detail regarding the general running of the undertaking, studies the reports prepared on this subject and considers structural reforms to be promoted; in another, the unions receive detailed information on the provisional budgets; in yet another, the workers have formed an association (governed by the 1901 Act) from which the general assembly of the company owning the undertaking selects an administrator;

- as regards training: a three-year training programme; the organisation of training periods programmed by the participants (those who participate voluntarily choosing the subjects, the monitors and methods of work), or instructor training within the undertaking (those responsible agree to undergo training, by group work, with a view to becoming instructors themselves); an appeal to the workers to volunteer as skilled monitors; provisions enabling engineers responsible for groups (not more than 70 persons) to devote 25 per cent of their time to advising young persons just starting training;

- introduction into regional life, by the granting of unpaid leave to those who wish to undertake fairly large-scale seasonal work in the region, or the opening up of union-run day nurseries to the children of a neighbouring plant.

*
* *

However, a social achievements balance thus drawn up would not fully satisfy the needs of the co-operatives. The study of the Coop Pyrénées Aquitaine clearly demonstrates this, although this in no way implies any criticism of P. Beaudeux and E. Favard. We are concerned here with a regional consumer co-operative; this investigation does not - and could not - disclose the existence of shareholders, even if any existed amongst the workers and management, nor the problems of co-operators as such, nor the link between the latter's problems and those of employees. The situation might have been different if the study had been devoted to a workers' co-operative. A certain number of these do exist in France in the

building sector which, as they employ over 500 and less than 2,000 workers, lay within the range chosen by the authors of the social study. The latter would certainly have pointed out that the working population in these case was composed of two categories of persons of different status: an average of about 30 per cent of member workers, and 70 per cent of non-cooperator wage earners.

In fact, this is one of the major aspects of the general problem faced by co-operatives and which does not facilitate the establishment of a co-operative achievements balance; the co-existence of co-operator-owner-workers, co-operator-owner-non-workers, but users, "ordinary" wage earners who may or may not enjoy participation agreements (13) is a source of difficulty and causes dissatisfaction. Non-worker but user co-operator-owners, like the co-operators-owners-workers in the WPCs, undoubtedly benefit from some of the added value created by the ordinary wage earners. This somewhat unpleasant fact exists, but the co-operators-owners-users still have difficulty in recognising it.

This fact is revealed by the social study of Coop Pyrénées Aquitaine which discloses poor performance as regards working hours and conditions, the under-representation of women and retirement, and poorer than might be expected as concerns information, training and promotion, and remuneration. Consequently, the effects of this situation are serious for the co-operative movement and cause it to come under criticism which is all the more difficult to reject as the results of the situation are not judged on the basis of co-operative achievements balances which, for this reason, should always be different from the social achievements balances of non-cooperative undertakings.

The three outlines proposed in France by the General Confederation of WPCs (10) for a co-operative achievements balance are designed to solve this problem, but only as concerns the WPCs. This does not reflect on the officials of that organisation. On the contrary, they have had the merit of attempting to deal with it under the conditions peculiar to workers' co-operatives and to trace out the path to be followed. They are still doing so, as they are at present preparing another document which should better satisfy the needs of the WPCs. However, these are by far the least common, except in most of the Eastern European countries, where the vast majority of agricultural co-operatives are workers' co-operatives (cf. Directory of co-operative organisations in Bulgaria, published in this number).

Interco-operation, a pre-requisite for co-operative development, implies that co-operative information must circulate better than it does today and must be comprehensible to all members of all co-operatives with various activities, forming a true co-operative movement. Although the efforts of the French WPCs are praiseworthy, they could be condemned to failure if the same work were not carried out in all the other branches of the French movement. This seems to be even truer for co-operatives in developing countries.

Short and long-term efficiency therefore implies that the documentation prepared by co-operators and submitted to them for study must be truly uniform so that all members of a movement are aware of the situation in the undertakings, i.e. they know whether or not the co-operatives are fulfilling the special obligations devolving upon them as a result of their special nature, as regards their relationship to their personnel, their immediate environment and the co-operative movement in general.

The necessary uniformity therefore implies a certain simplicity, but this leads to a difficulty other than that caused by the diversity of economic aims and consequently the types of co-operatives, i.e. the fact that they vary considerably in size. It therefore appears difficult for a same model of co-operative achievements balance to be established on the one hand, by the few members of a small co-operative and on the other, by the responsible members of an average-sized co-operative or, for stronger reasons, by members of a large co-operative; moreover it could not reflect situations of an apparent complexity, nor be understood by all members despite their differences of views.

It is not easy to find a solution, but it should nevertheless be possible to find one if every co-operative achievements balance is designed as a series of precise replies to questions relating to the application of the six co-operative principles. Among other advantages, this approach would permit a valid comparison between co-operatives of various types (and why not of various countries), and would also:

- show what factors, if any, deriving from the legislation and regulations in force impede the application of the six principles;
- make the co-operative achievements balance an instrument of co-operative training for members in the same way as the by-laws, and of co-operative information for non-cooperators, particularly women and young persons;
- permit the establishment - after defining certain criteria and a sort of "scale of performances" at the national level - of an outline of each co-operative and of clarify its position in its sector and in the movement as a whole.

The purpose here is not to attempt to list all the question which should be filed under each of the six headings of the co-operative achievements balance, nor to propose an attractive looking model (14). A few only will be mentioned which appear essential, because, for the moment, it is proposed only to seek an approach which could lead up to later research. In indicating the importance of the replies for the development of each co-operative and movements as a whole, the intention is to show that most of the information needed already exists in the business records and can be used.

The open door

The replies must disclose essentially whether the co-operative correctly satisfies existing needs, whether these needs are expressed clearly or not, whatever their nature and importance, and whether any hindrances to the fulfilment of the role which it should play in its environment (local communities, etc.) are created either by the co-operative itself (its by-laws and standing orders, for example) or in any other way.

The first indicator should therefore be close to that relating to what is often called "co-operative penetration", i.e. the ratio of the number of active members really trading with the co-operative (apart from merely holding capital shares), to that of the persons in the social-occupational group concerned, existing in the society's territorial area. The scope of this indicator should be narrowed down, for those societies which have several activities by establishing the breakdown by type of activity and for all types, by sex and age group, especially the groups 18 (corresponding to the legal majority) to 35, and 35 to 45 (15), and in some cases (WPCs), by occupational category. In the case of co-operatives performing transactions with "known users", the percentage of these should also appear clearly. However, it is certain that this ratio could not be calculated by co-operatives which make hardly any distinction between members and non-members in their daily transactions, as is now the case for a large number of consumer co-operatives in many of the newly-developed countries.

In some cases, the co-operatives could use a second indicator, similar to the first: the ratio between the volume and/or value of the goods handled and services rendered by the co-operative and that of the same goods and services in the co-operative's territorial area of activity. At the national level, most of the apex co-operative organisations are already endeavouring to ascertain this ratio (in terms of volume or value) for all co-operatives from which they receive the necessary information, by analysing the overall statistics.

The number of new members or of probationary co-operators, where this category exists, and of voluntary departures (not exclusions) in relation to the number of members, but more particularly to that of the persons who should be interested in the co-operative's activity, would indicate the attraction which it exerts or, in certain cases with some reservations, the disappointment which it has caused (distribution by social-occupational category, sex and age group).

Still as regards the primary co-operative, members would find it very valuable, for goods of equal quality, to compare the prices charged by their undertaking with those of the "market". Knowledge of this relationship would be very useful in assessing one of the roles of the co-operative in its environment.

Equally important would be a knowledge of the ratios between the number of active members with responsibilities in economic, social,

cultural, political, etc. organisations within the co-operative's territorial area to the total number of members, on the one hand and on the other, the total number of such officials in all these other institutions.

For all these ratios (weighted as necessary) and for all those which follow, from the second year in which the social achievements balance is established oonwards, co-operators might:

- record the evolution (increase, decrease);
- endeavour to determine the causes of the evolution;
- make forecasts for the following year - and even for several years - which would subsequently be compared with actual accomplishments.

These first ratios creates no particular difficulties, provided that the essential records are well kept and that the co-operators do not wish to keep to themselves. Within the territorial area of their society, it is easy for them to be familiar with the number of persons with the same economic activities, with the prices, and with persons responsible for other organisations. The replies would give a real meaning to the open-door principle.

Democratic principle (one man - one vote)

This brings us to the "government" of the co-operative and consequently to the participation by its members and non-member personnel, if any, in the exercise of the functions essential to the undertaking's life.

Under present conditions, in which co-operatives, like other undertakings, are still based on ownership, these functions consist essentially of:

. OWNERSHIP (legal basis of power - right to undertake)

. GOVERNMENT (16) (the exercise of power)

. MANAGEMENT (16) (implementation of directives)

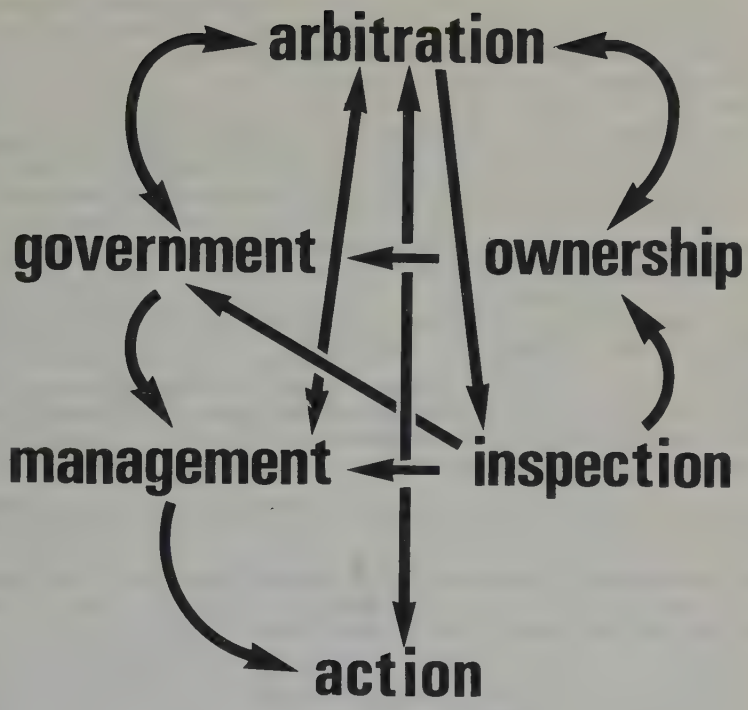
. ACTION (work)

. INSPECTION (evaluation of results - appreciation of sanctions)

The relations between these functions are shown in the following diagram:

This situation, which discloses the powers of those who own and weakness of those who must - and can - merely work, would change completely if co-operative law transformed the legal basis for the power to undertake in order to respect the fundamentals of the co-operative system. Such an upheaval would certainly take a long time to accomplish. In the mean-time, co-operators can already, if they so desire, make essential changes in the relationship between owners and workers, within the legal provisions under which they operate, by establishing in each co-operative and throughout the movement a sixth function - that of ARBITRATION.

The foregoing diagram would then change to become the following:



A host of points could be raised in this connection, some of the more important of which would be the following;

. the number of meetings of committees, commissions, boards (i.e. other than those of the general assembly) during the year and the percentage of communications, votes and discussions on subjects such as:

  - the requirements, not of the undertaking, but of the environment, arising or which could arise from the co-operative's activities;

  - the co-operative's long-term general policy, based on these requirements (indicating whether or not a development programme exists);

- the possibilities and means of harnessing for the general wellbeing the abilities possessed by members and non-co-operators, particularly in connection with promotion to posts giving responsibility for governing, managing, inspecting or arbitrating;

- the frequency of innovations exploiting successes and making it possible, bearing in mind the stage of development attained, to turn to good account traditional resources, assessing them soundly and maintaining them, and technical and other advances in order to cope with economic, social, etc. changes and to ensure the harmonious growth of the complex embodying the co-operative;

- the improvement of working conditions (hours of work, health, safety, rest, wages, etc.);

. the participation or not of the co-operative's employees (or their representatives) in the work of boards and committees, with or without voting rights and the breakdown of such "delegates" by occupational category, sex and age group;

. the composition of such committee and boards by sex, age group and occupational category;

. the percentage of members and employees attending - or absent from - such meetings (by sex, age group, occupational category), bearing in mind the subjects dealt with;

. the number and source (categories of member, age groups, sex, etc.) of suggestions and proposals which could or should give a new orientation to the co-operative or, on the contrary, support maintenance of the chosen objectives and means; this indicator should not always be considered as the expression of opposition to change; it may, on the contrary, be a manifestation of true wisdom.

Yet other indicators could be mentioned. The social achievements balance should reflect whether the government and management of a co-operative do or do not constitute a permanent act of faith, backed up by a scientific outlook based on experimental methods, and synthesising techniques adapted in order to create continuously and at the same time new situations directed towards co-operation and ensure that these modifications, embodying the past in the planned system, respect those basic values which are everlasting.

Once again, it should be noted that in deciding whether the co-operative satisfactorily applies the democratic principle (in fact, the right to express oneself with complete freedom) it is sufficient to refer to documents which must exist and be analysed in each co-operative.

Limited interest rates - Rebates - Training

It is intentionally that the applications of these three principles are dealt with simultaneously. The aim is to compare the importance of certain material advantages offered by the co-operative to some persons with that of the occupational and social promotion, training and co-operative and intellectual information supplied to others, i.e., to estimate the role played by the co-operative in the development of the human being inside and outside the undertaking.

A relationship could be established between the total of interests and rebates and, in some respects, the value of turnover and of registered capital, and the number of beneficiaries as opposed to the number of jobs of various types created, of promotions to higher levels amongst members and employees (by comparison with those given to persons who were neither members nor employees of the co-operative), of occupational accidents (taking seriousness into account), of those receiving co-operative and vocational training, the amount spent on this training, and the amount spent on welfare activities (except training).

All these ratios would be easy to calculate, since simple accounting and knowledge of the persons concerned (members and employees) provide the necessary information almost automatically. It would therefore be necessary to determine those corresponding to:

- the number of jobs created, by category, in relation to the paid-up capital on the one hand and, on the other, to the capital plus reserves (the latter corresponding to a special use of the added value created by the undertaking's employees), and, finally, in relation to the paid-up capital, the reserves, the short-term deposits of members and long-term loans, less the value of investments before amortisation for the year;

- the payroll and social contributions in relation to total turnover (tax free) and that due to members alone;

- the number of jobs (distinguishing between members and non-members) in relation to the turnover (tax free) due to members only (possibily distinguishing between transfers and deliveries of produce and services) on the one hand and the value of interests and rebates on the other;

- internal promotions, within the various occupational categories, in relation to new posts held by persons recruited outside (showing the breakdown in both cases by sex and age group) and, inversely, the number of voluntary departures of employees;

- the number of occupational accidents, broken down by seriousness and occupational category, sex and age, in relation to the turnover (tax free) realised with the members alone, plus the amount of interest and rebates paid out or credited;

- the number of hours of vocational training, on the one hand, and of co-operative training, on the other per member (by sex and age group- in relation to the turnover realised with the members;

- the estimated percentage of the total training programme - both co-operative and vocational - carried out in respect of the undertaking's employees and members (where such a programme exists);

- the ratio of expenditure on co-operative information in relation to "overheads", especially expenditure on publicity;

- the number of hours, and the cost, of vocational training on the one hand, and of co-operative training on the other, per employee (by occupational category, sex and age group) in relation to the total turnover and to the turnover realised with the members only plus the interests paid to them; the operational budget or the investments of a social nature (training excluded) in relation to the turnover realised with the members plus interest and rebates;

- the amount of expenditure on welfare services for the surrounding community in relation to the undertaking's total turnover (tax free);

- the number of information meetings organised for the personnel on the one hand and the personnel and members on the other, by comparison with the total turnover in the first case and that achieved with the members plus interest and rebates, in the second.

Interco-operation

This, the cornerstone of the co-operative system, although officially recognised as such rather late by the co-operators during the 1966 revision of co-operative principles, can be measured and this should be done systematically in co-operative achievements balances.

Indicators such as the following would be useful:

- percentage coverage of territorial areas of responsibility for the same economic activities;

- frequency of attendance at meetings and general assemblies and at meetings of committees for the examination and definition of the undertaking's general policy by representatives (with voting rights) of neighbouring co-operatives and of unions with the same or other economic activities;

- programme established and implemented jointly for the development of the undertaking, co-operative and vocational training, co-operative information and the policy to be applied to paid staff, etc.;

- the existence or not of joint guarantee funds, either for certain banking operations, or to cover the responsibility of administrators, managers, etc.; the number and amounts of the calls made on this fund (by type of guarantee);

- percentage of shares held by the co-operative in other co-operatives, unions, etc. in relation to the registered capital, and inversely;

- percentage of trading operations carried out with other co-operatives and unions;

- the share of short, medium and long-term financing borne by co-operative banking institutions;

- percentage of certain investments (to be defined) carried out jointly with other co-operatives or unions;

- number of times the advice and opinions of interco-operative organisations were sought (management service centres, joint auditing bodies, etc.);

- arbitration on various matters by jointly appointed "commissioners".

For these calculations also, co-operators possess the necessary data. Moreover, they will discover, whilst assembling the data, whether or not they are practising interco-operation and also to what extent this action is reciprocated. They will then be able to determine the ways, adapted to the various fields, in which they could improve these activities.

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Even small co-operatives can draw up a social achievements balance. Members must merely be prepared to bear the actual responsibility for their undertaking and to give an increasing attention to the future. They must not shy before what may wrongly appear as a wastage of time or useless expenditure. They must learn to use together the technical facilities available. Even in the developing countries, co-operators, like any other entrepreneurs, must draw maximum benefit from the vast possibilities offered at decreasing cost by computerisation, to exploit the data which they possess but generally do not use.

The drawing up of co-operative achievements balances is an exercise in economic training, a field in which great progress still remains to be achieved. It would be particularly harmful to co-operative movements if the somewhat disillusioned reflection of A. Sauvy, with reference to the French in general implying that they would no doubt have an income half as large again had they been familiar for the past generation with the facts of economics, became

true of members. Co-operators must not be the "underdeveloped" with regard to economic information, as applied, with regret, by Mr. Salomon to the officials of small and medium-sized undertakings, trade unionists, rural people and consumers (17).

In this field also, they owe it to themselves to set the example and be ready both to support and to direct change. These sentences written at the end of the 1930s by P. Teilhard de Chardin in "Le phénomène humain" are truer than ever: Like sons who have grown up, like workers who have become "aware", we are in the course of discovering that Something is happening in the world through us and perhaps at our expense. What is even more serious, we are realising that in the great game under way, we are simultaneously the players, the cards and the stake.

Original in French

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Notes

(1) F. Bloch-Laîné, "Pour une réforme de l'entreprise", Editions du Seuil, Paris, 1963, 158 pp. (cf. p. 98).

(2) P. Sudreau, "La réforme de l'entreprise", Documentation française, Paris, 1975, 250 pp. (Report submitted to the President of the Republic and the Prime Minister by the Committee for the Study of Reform in Undertakings).

(3) G. Lasserre, "Le Comité Sudreau et la réforme de l'entreprise", Revue des Etudes coopératives, No. 180, Second Quarter 1975, Paris, p. 28.

(4) F. Bloch-Laîné, ibid., p. 22. The word "sometimes" is not underlined in the original.

(5) General Confederation of WPCs, "Un manifeste du mouvement coopératif de production", Paris, 1976, 36 pp. (p. 19).

(6) F. Bloch-Laîné, ibid., p. 80.

(7) General Confederation of WPCs, ibid., p. 22.

(8) General Confederation of WPCs, ibid., p. 14.

(9) A. Antoni, "Place de la coopération dans les mouvements d'émancipation économique", General Confederation of WPCs, Paris, 1946, 29 pp. "Fonction économique et sociale de la coopération ouvrière", General Confederation of WPCs, Paris, 1951, 33 pp. "La coopération ouvrière de production comme expérimentation sociale", General Confederation of WPCs, Paris, 1958, 35 pp.

(10) A third document was published in 1973 as an inset in the periodical "La coopération de production". Information supplied by A. Antoni in a letter dated 30 October 1975.

(11) P. Beaudeux and E. Favard, "L'examen social 1976", in "L'Expansion", April 1976, Paris, pp. 94-122.

(12) In a 58th "open" question undertakings were asked to indicate original achievements to their credit.

(13) It will be recalled that two Ordinances have been issued in France - one of January 1959 and one of 1967 - with a view to organising profit-sharing by workers, by means of special agreements for each undertakings, constituting the association of capital and labour as recommended by General de Gaulle. The first text was ignored by almost all employers - the most interesting exception being that of F. Sommer (cf. "Au-delà du salaire, Participer", Editions R. Laffont, Paris, 1968, 102 pp.) - whilst the latter led to the signature of several thousands of participation agreements.

(14) Regarding the use and presentation of statistics, see especially L.E. Pickett, "The Use of Statistics - A Handbook for Co-operatives", ILO, Geneva, 1975, 203 pp.

(15) Subsequent references to age groups relate particularly to these two.

(16) Agreement on a precise terminology is essential and must precede the establishment of a co-operative achievements balance. That used in the French text of this article if different from that used in the second volume of the "Manuel de formation coopérative" (Organisation et fonctionnement administratif des coopératives, by R. Louis, ILO, 1976), where "gérer" was used instead of the "régir" now used and "diriger" instead of "gérer".

(17) Journal officiel des rapports et débats du Conseil économique et social, Paris, 23 March 1953.

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Nigerian Experience in Promoting Handicrafts through Co-operatives[1]

Since the early thirties of the present century, co-operatives have been used by various Nigerian governments to achieve a wide range of objectives in the development of the country. Whether in marketing, credit, production, or in processing the co-operative form of organisation was regarded as the best possible agency for change and, as a result, was legally and financially supported.

One of the notable areas in which such attempts have been conspicuous is that of handicrafts. This paper sets out to investigate Nigeria's experience in this sector. It will examine the rationale for government policy, analyse the effects of government patronage, and establish that, despite this patronage, co-operative handicrafts have not achieved the success expected of them. It is then our duty to show along what lines possible improvements lie.

The Objectives of Handicraft Promotion

Handicrafts fall under the category of small-scale industries defined in Nigeria as enterprises with 9 or less employees (2). These activities converting local raw materials into finished or semi-finished products have been carried on in Nigeria from time immemorial. Woodcarving, weaving, basket-making, pottery, raffia-making, wine-tapping, black-smithing and similar occupations are found in almost every locality, either alone or in combination with farming.

Their place in the Nigerian society has been a problematic one. As a consequence there has been no clear-cut policy for their promotion. In one sense they are regarded as necessary for the employment of local talents and products or for artistic and religious considerations. In another, they are relegated to the background because they resemble "in-fact industries" subsisting but never developing.

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(1) By Dr. M.O. Ijere, Commissioner for Co-operatives, Trade and Transport, East Central State of Nigeria.

(2) The terms "handicraft", "arts and crafts" and "small-scale industries" are used here interchangeably. Subsequent numbers correspond to bibliographical references listed at the end of the present article.

Colonial administrators had the nostalgic desire to preserve the social character of African arts and crafts, which they claimed to be the true traditional embodiment of the spirit of African tribal culture. However, the high potential of these small-scale industries to create employment was not lost sight of and P. Kilby, who made a comprehensive study and analysis of the craft situation, observed that the small-scale industry sector "acts as an incubator for the skills of the artisan and the manager. And most important, given the proper environment, small-scale enterprise is capable of greatly increasing its contribution to the region's development ... Small-scale industry is labour intensive; fixed investment - equipment and building but exclusive of land is about 100 pounds per worker"(3).

Arthur Lewis has underlined the same motives in a recent lecture on the Nigerian economy. He maintains that: "small enterprising ... has a number of advantages. It is less capital-intensive, and so adds more to national income and employment for every pound invested. It is also the normal school of entrepreneurship; out of these thousands of small firms will emerge the Nigerian business leaders of the future ... Thus, looking ahead, it is more important to lay the foundations of an industrial class by helping small entrepreneurs than it is to build a few large factories"(4).

Polly Hill, the great protagonist of "Indigenous Economics" included crafts in the list forming "the basic fabric of economic life" (5). Hill's stand contrasts with that of A. Sokolski (6) and O. Aboyade (7) who do not consider them significant enough as potentials for capital formation. On the aesthetic aspect of the crafts, Floyd remarks that "the products of these long established industries reflect the efforts of skilled craftsmen and women combining in cases beauty of form and design with utility" (8).

It is on the basis of the importance of handicrafts that Nigerian governments have, at different times, favoured their growth and development. Strickland, who laid the foundation of co-operatives in Nigeria was of the view that "co-operation may be invoked in the entire field of human life" (9). Although his main concern was how to deal with the problem of export crops, hence his assiduity in setting up Cocoa Marketing Co-operatives in Western Nigeria, he extended his vision to urban and rural handicrafts. For this, he tried to encompass agricultural activities that could be organised co-operatively.

At that time the following handicrafts were not unknown and in fact were mentioned in the said report: wood-carving in Awka, brasswork in Benin and Bida, weaving in Oyo and Kano, leatherwork in Kano, and basketwork in Gashaka. These represented the traditional or "native arts and crafts" which, in C.F. Strickland's view were destined to be obliterated if not protected co-operatively.

They did not however include such associations or guilds of craftsmen like carpenters, goldsmiths, silversmiths, tinkers, tailors shoemakers and bicycle repairers found concentrated in the costal cities and the immediate hinterland (10). There was no intention in

the colonial regime to organise these co-operatively, since they were not considered reflecting African cultural heritage. Strickland reflected the government thinking on the subject by recommending "forms of expression with respect to both material and design, which have a meaning for and are familiar to the African mind, as well as the co-operative organisation of the craftsmen" (11).

Using the Awka wood-carvers as an example, he suggested that all co-operatives should set up an industrial school in the neighbourhood of the craft centre to teach genuine African art and at the same time improve technical methods, and create additional African designs. The co-operative, he said, should recruit its members from the army of ex-pupils of the industrial school; it should set up a small shop on the main road run by an employed salesman to facilitate and encourage sales. He attached particular importance to the marketing of such products, and as a consequence suggested the formation of small co-operative groups for the joint purchase of raw materials; the appointment of dynamic representatives in Lagos, Yaba and other big towns to prospect and expand the market; the production of illustrated catalogues, with indication of prices; the expansion of sales to churches and schools, native courts and government officials; and finally he recommended that Africans should be encouraged to buy and utilise the products of the co-operative crafts societies. Strickland insisted on the necessity for the native authorities themselves to finance the various activities of these societies and at the same time become their major customers.

This brief survey has shown the nature of government's policy on handicrafts. It is clear, that on the one hand only those forms of handicraft activities were to be promoted which were considered to be truly traditional, and on the other, that as far as possible they should be handled by co-operative societies, as these are the only acceptable forms of economic organisation.

The desire to promote handicrafts generally, and the traditional ones in particular, led to surveys which have lasted for about three decades. An insight into these surveys is necessary to understand the trend of government policy and the mixture of the underlying motives.

Survey of Small-Scale Industries

Government interest in African arts and crafts can be measured by the degree of investigation into their nature and ramifications. Strickland, already mentioned above, recommended in his report of 1934 "a full survey of native arts and crafts in Nigeria, without which, it was difficult for government to formulate a clear policy" (12). His recommendation was, however, not immediately implemented.

Koll blames the refusal by the colonial administration to implement this recommendation on divergence of aims (13). While Strickland suggested ways and means by which "the native producer would be restored to a position in which foreign competition can be faced, and

by which people, instead of filling their rooms with imported furniture, would buy locally-made chairs and tables", the real purpose of colonial administration was to enhance the importation of industrial goods (14).

In the light of the above, there was no urgent need felt to carry out a survey of native crafts. As a consequence, there was no mention of crafts in the "Report on the Progress of Co-operation in Nigeria 1935-37", but rather one read of the difficulty for non-agricultural workers to form co-operatives. It was not until the eve of World War II, (1938/39) when Great Britain needed Nigerian resources, that a survey was undertaken. The war blockade having stopped the importation of foreign goods, native industries were revived and internal and inter-territorial trade was stimulated (15).

A study by Vernon-Jackson showed that chiefs, as against government, promoted rope-makers craft guilds in Nupe and arranged "standardised mass production of rope for regular delivery to large-scale buyers, such as agents of large commercial companies" (16).

In Western Nigeria two educationists, K.C. Murray and A. Hunt-Coke pioneered the study of guilds or crafts in 1938. They recommended assistance to the guilds "to eliminate the inefficient and redundant worker, to regulate prices and prevent cut-throat competition, and to guarantee to the public some measure of quality" (17).

The government showed no great enthusiasm to implement the recommendations contained in these reports and instead, industrial co-operatives were established in Ikot Ekpene (the Co-operative Raffia Marketing Society) and Benin (Co-operative Wood-workers' Society). The Ikot Ekpene co-operative produced raffia for export to South Africa and England, and the Benin woodworkers produced European - type furniture for sale in Nigeria. Thus, local arts and crafts were neglected, while those that catered for the export market were given encouragement.

W.R. Hatch, in his "Industrial Co-operation in Nigeria" recommended setting up co-operatives for clothing, footwear, roofing materials, furniture not only for private consumption but also for public service (18). Yet paradoxically, the same government that favoured co-operatives for local people, turned round to train its own craftsmen in workshops owned by the United Africa Company and by the Public Works Department.

The investigations on Nigerian crafts which were carried out throughout the Second World War are described in the 1943-44 issues of the journal "Africa". The underlying motives have been summarised by Daryll Forde as a desire to adapt the traditional with the modern, in order "to ensure that the activities of the more capable and energetic people, who are in the vanguard of economic change, do not become independent of the salutary restraints of group standards" (19).

Rather than embark on a comprehensive uplift of indigenous craft guilds, the Co-operative Department went ahead and organised a few craftsmen's societies. Eight such societies were set up in the whole of Nigeria between 1945-51. The Ikot Ekpene Co-operative Raffia Marketing Society mentioned above was one of them and would not have survived without continued government assistance. The Benin Wood-carvers Co-operative and the Akwete Weavers Co-operative succeeded because they catered for a definite need felt by the members. As regards the others, the government threw in all its weight to assist them but their failures were similar to those of the Awka carver's union, of which the Co-operative Report of 1951 said that the members had no great "concern for the future, apparently regarding their Union as an institution which the government will always sustain" (20).

The studies described above were limited to regions or particular localities. Most of the available craft censuses concerned establishments engaging ten or more persons.

Buchanan, in 1949-50, conducted a preliminary survey of small-scale craft industries in Ibadan. He found 2,700 industrial units distributed among 14 categories. In 1961/62 the Ministry of Economic Planning, Eastern Nigeria, recorded 671 industrial undertakings with nine or less employees (21).

A more systematic survey was carried out by Kilby in 1961, the numerical importance of which is given in Table 1 below. The study gave a full and scrupulous account of method, coverage and reliability of 35 categories of industries (22).

Table 1 (Source: Kilby, The Development of Small Industry: Small Industry in 14 Eastern Nigeria Towns 1961).

	Industry	Number of firms	Total employment	Firms by No. of workers (%)			
				1	2-5	6-9	10+
1.	Tailoring	3,450	7,288	49	47	3	1
2.	Carpentry	3,450	7,173	30	63	5	2
3.	Shoe-making (leather)	118	401	25	57	14	4
4.	Shoe-making (tyre sandals)	180	428	35	58	5	-
5.	Shoe repair	390	616	59	41	-	-
6.	Motor repair	396	2,968	2	41	30	27
7.	Welding/Battery charging	221	848	25	56	13	6
8.	Blacksmithing	369	763	42	55	2	1
9.	Printing	146	938	12	59	16	13
10.	Baking	221	1,341	-	-	8	15
11.	Tin smithing	491	1,029	43	54	3	-
12.	Mattress making	266	488	43	57	-	-
13.	Radio repair	236	906	18	61	14	7
14.	Photography	157	424	23	73	3	1
15.	Corn milling	65	131	29	69	2	-
16.	Gold smithing	267	516	50	48	2	-
17-25.	Minor Industries	768	1,485	59	38	1	2
- 35.	Miscellaneous Industries	198	932	11	67	12	10
	Total	11.389	28.675				

Kilby's survey was carried out in 14 Nigerian towns, covering 11.389 firms with 28.675 workers. According to the survey, the average firm employed 2.7 workers including apprentices, and the manager/owner. Not all important craft centres were included, however. Although Awka appeared conspicuously in the survey, Nsukka, noted for weaving, was omitted. But the study is useful in focusing attention on the scope and employment situation of these enterprises.

According to Kilby, there was a preponderance of tailors and carpenters, which also employed the largest number of people. Conversely, the lowest in number and employment were corn-milling and shoe-making. Kilby warns against the use only of the scale of production in assessing the contribution of indigenous enterprises. He rather suggests such benefits as: the ability to lessen the need for foreign enclave - type enterprise; geographical decentralisation, tapping of latent savings and skills and high employment and output.

Another researcher and writer, Archibald Callaway, carried out two equally comprehensive surveys of crafts and industries in Ibadan in 1961 and in 1963. On the basis of these studies he projected that there were about two million craft apprentices in the whole of Nigeria (23). Callaway also demonstrated the achievements of Nigerian arts and crafts, namely: high labour absorption, apprenticeship training for young people, and reduction of dependence on state or government for maintenance. At the same time he established certain criteria for the estimation of the usefulness of craft enterprises, i.e. the production of high quality products, the concern for long-term relations with customers and the use of local raw materials. On the basis of these criteria, Callaway concluded that: "The indigenous apprentice system works well ... It engenders loyalty to the master and the craft; it provides low-cost instruction passing skills on from one generation to the next, and it instills through years of hard experience the meaning of business competition" (24).

An important government survey on rural cottage industries was carried out in 1965 by the Federal Office of Statistics in which 199 rural villages were investigated. It revealed that 900,000 households were engaged in cottage industries and that the major areas of production were food processing, textiles, palm oil extraction, clothing, mats and metal products (25). Another survey took place in 1966 by the International Labour Office on behalf of the Federal Government of Nigeria on crafts in the Ilaro Province of Western Nigeria. 47 crafts were identified and grouped in 16 categories (26).

Evidently the objective of these surveys was to find out how to transform into co-operatives the crafts considered to be traditional while possibly giving the modern crafts some form of recognition. Though well-documented and researched, the modern crafts continue to operate as cottage or household industries, without the prospect of attracting state assistance.

The problems encountered in the process of transforming Nigerian handicrafts into co-operatives is best illustrated by a case study of the Awka (now termed Amawbia-Awka) Co-operative Carvers Industry Limited, which is one of the many handicraft societies in the area.

The Amawbia-Awka Co-operative Carvers' Industry Limited

Amawbia-Awka is a town on the Onitsha-Enugu Trunk A road. It has a historical tradition of wood-carving, in which a small but influential number (about one percent) of the population is involved in the trade as a main occupation. Over the decades they have acquired competence and mastery of the art of carving, and their products are well-known and sought after in Nigeria and abroad.

The earliest attempt at co-operative organisation of the craft was made by a colonial District Officer, Mr. P.V. Mayne, who in 1939 organised the woodcarvers co-operative society. It was registered in 1946 and the union was located in a house along Onitsha-Enugu road. The Chief of Awka donated the land on which the industry was sited, though the society pays en annual kola rent of 4.00 neiras.

Objectives of the Society

The Amawbia-Awka Co-operative Society had the following objectives:

- to organise the collective production of articles by its members;
- to help carvers find markets for their products;
- to provide employment for members;
- to maintain and preserve the culture of the people.

The society, as at May 1974, had 30 members shareholders, 29 of whom were actively engaged in the workshop production. New members were admitted after careful screening and interview, to prevent the infiltration of undesirable persons into the rather closely-guarded secrets of the carving and carpentry trade. New members, on admission, were subjected to a rigorous training in the society's patterns and work designs.

Another category of membership is that of associate members mainly constituted of craftsmen, who do not participate in collective production but bring their own finished articles for collective marketing. The associate membership is open to all carvers in the Awka district. Job orders may be forwarded to the associate members through the co-operative society. The advantage of associate membership is the freedom to engage in other activities which are not connected with carving.

Management of the Society

The management committee, made up of the president, the secretary, the treasurer and seven other members, is entrusted by the society's bye-laws with the following responsibilities:

- consideration of all applications for loan made to the society and recommendation for approval by the general assembly;
- representation on behalf of the society on all public relations;
- enforcement of the bye-laws of the society;
- keeping a proper account of the business of the society, and the record of its assets and liabilities;
- general supervision of the society's projects;
- implementation of the decisions taken by the general assembly.

At the beginning unlike many honorary officers, the secretary earned a fixed salary. This was designed to make him efficient and regular in his services. Now, instead of fixed salary, he receives commissions on the sales of products, which vary with the quantity of items marketed. The only permanent employee of the society is the clerk, who acts as salesman, receptionist and book-keeper.

The co-operative society has an Advisory Committee of eight persons, made up of four representatives of government Ministries of Trade and Industry, the District (Divisional) Administration, Agriculture and Information; the remaining four are members of the society itself. This body is elected annually, and its deliberations are subject to the sanction of the general assembly.

Organisation and Production Processes

With the exception of the secretary, all the shareholders are engaged in the carving and carpentry business. The main production processes includes carving, carpentry and cabinet work. The carving is made either on planks, or on logs of wood, depending on the item to be produced. Intricate designs are first pencil-marked on the wood and the impression is etched on it. Patterns are traditional forms as chosen by the carvers, although in some cases customers can suggest their preferences.

Symbolically, the patterns reflect the natural local background - leaves, trees, bark features of trees, animals and birds. It is significant to mention that most of the designs are unique, and the design can only be made on certain products, which consequently has an effect on the price charged.

Wood, the major raw material, is graded, and specific grades are used for specific jobs. Walnut, cedar, mahogany, iroko and ebony are the commonest types of wood used by carvers and carpenters. Purchases are receipted on the basis of fixed prices, and where not possible, valued at the ruling market price. All sales are made at the workshop. This was intended to obviate transport costs for producers. In the same way, no advertising costs are incurred as the society

carries out no advertising campaign, relying on the quality and popularity of its products and the system of producing on order.

There is also a system of agency by which certain itinerant business purchase consignments from the society's workshop and retail at their own prices. But there is an understanding that such agents do not sell the products at exhorbitant prices, as such an action might injure the business reputation of the co-operative society.

Three main factors influence the price of the articles sold: the size of the product, the intricacy of the carving, and the labour input. A'Chi' stool (a wooden stool depicting the main god), for example, of the size 17" x 7" x 16", and taking eight days to complete is sold at 16 neiras 80 kobo. To calculate the productive wage, one has to deduct the cost of wood (4 neiras), the depreciation value, (24 kobo), the cost of other accessories (50 kobo) and a margin of 20 per cent for the society (3.34 neiras). In the given case, it will then be 16.80 neiras minus 8.10 neiras or 8.70 neiras. Calculated on the basis of the eight days spent on the job, the producer receives approximately 1.09 neiras per day.

This sum may appear too small as remuneration for each worker, but it should be mentioned that the level of producer wage is also affected by the working capacity of the co-operator. Also the rate of depreciation for the craft's equipment fluctuates every financial year. If the industry's tools are used, the percentage tool depreciation goes to the industry. If, on the other hand, a member uses his own tools, the value for tool depreciation goes to him. This applies also to the raw materials. Thus, if a member supplies the raw materials, and uses his own tools, then he takes three-quarters of the sales and gives the other quarter to the society. Co-operators, therefore, who supply raw materials, use their own tools and work at a faster and more efficient rate, earn larger incomes. They also earn an additional income arising from the shared profits of the cumulative sales of co-operative products.

In addition to the above finances, the co-operative society raises a share capital of 20.00 neiras per member, although no member is allowed to buy more than one-fifth of the total shares. The society was able, through share capital to raise 808 neiras 42 kobo as at February 28, 1973. Another sources of revenue is thrift savings. At the monthly meetings of the society, each member pays the sum of 50 kobo. From the savings, members are entitled to borrow up to twenty times their contributions at a time.

As an indication of the financial position of the industry, the following calculation was made as at March 20, 1973.

Table 2. Financial position, March 20, 1973

No.	Current Assets	Neira - Kobo	No.	Current Liabilities	Neira - Kobo
1.	Raw Materials	612.01	1.	Sundry creditors and Rent	22.30
2.	Consignment	89.15	2.	Order advances	104.00
3.	Cash in hand	122.53	3.	Special savings	224.00
4.	Stock of finished goods	686.98	4.	Others	325.00
					675.30
				Net worth	835.37
	Total	1.510.67			1.510.67

The above table shows a net worth for the industry of 835.37 neiras, which is profit or savings after sundry expenses have been met.

The business activities of the society between 1962 and 1973 indicate a rather fluctuating performance, which poses a problem for the future.

Financial Year	Turnover	Increase
1962/63	4,971.00 neiras	-
1963/64	7,882.00	2,911 neiras
1964/65	9,336.00	1,454
1965/66	13,224.00	3,888
1970/71 (four months)	568.00	-
1971/72	4,377.00	3,809
1972/73	4,785.00	408

Source: East Central State Co-operative Newsletter. Vol. 1 No. 5. March 1973, p.11.

According to a Ministry report, the industry at the out-break of the civil war was worth 40,000 neiras in cash and kind. As a result of the civil war this figure was considerably reduced. As B.O. Achu said: "It (civil war) drank the cup and all. The buildings which exhibited beautifully carved pillars; the machines which had been introduced to improve on the carpentry work, the specially designed wood drying shed; and above all, the sweat and hopes of many years - all tumbled and shattered under the weight of devastating warfare" (27).

As a mark of its faith in the industry, the East Central State Government provided a grant of 1,000 neiras. In addition, the Co-operative Division of the Ministry supplied its staff for the re-activation and rehabilitation of the co-operative industry.

By way of summary, the following achievements have been attributed to the Amawbia-Awka Co-operative Society:

- the establishment of the co-operative has provided an economic enterprise, offering employment to craftsmen and enabling them to earn a living thereby;
- by means of the co-operative, individual craftsmen have the opportunity of collective and ready use of equipment and tools;
- the inclusion of loan and thrift sections has enabled the society to meet the credit needs of its members;
- the industry has provided a permanent and concentrated pattern of work for the craftsmen, and has reduced the delay in the performance of the art, which occurs when handled individually in people's homes;
- the industry strives to preserve the culture of the people, thus extending the historical Nok culture, which ranks second only to Benin and Ife accomplishments;
- today, the Amawbia-Awka Co-operative Society has become a tourist attraction, drawing visitors and customers from Nigeria and abroad. As Achu aptly put it: "Demand for its products came from distant Europe (before the civil war); it thundered and reverberated in all co-operative and business circles throughout Africa and Western Europe. At a trade fair in New York in 1965 a carved table from the industry was sold at 900 neiras" (28).

On the other hand the society is in perennial financial strigency to meet its many commitments. For reasons of poor marketing and pricing policy, it does not bring in enough revenue, and on the government rather than on its members. This is no doubt an inheritance from the past, when the organisers, instead of insisting on viability and economic independence gave the co-operators the assurance of government assistance at all times. The fact that the co-operative has no significant competitors is another contributory factor to its stagnation or lack of dynamism. Had there been similar associations, the Amawbia-Awka carvers society wood have no alternative than to straighten up for a war of survival.

Lessons of Handicrafts Promotion through Co-operatives

The promotion of co-operatives in Nigeria has been seen as integral part of government efforts to raise the living standards of the people. Owing to their assumed superior advantages over other economic organisations, one finds that Nigerian handicrafts have also been brought into the co-operative form of association.

What lessons and guidelines for the future growth and development of these handicrafts can we gather from our discussions so far?

Policy-implications from our analysis can be discussed according to a few criteria, namely, coverage, markets, viability and government patronage.

A co-operative for handicrafts should satisfy the criterion of coverage, that is, it should regroup as many of the population interested in the particular trade as possible. The Amawbia-Awka Industrial Co-operative is limited to 30 members, which constitutes an insignificant part of the total wood-carvers in the town. In another way there are no corresponding associations of guilds of craftsmen equally supported by the state as the above. The impact of the co-operative is therefore limited.

Also there is no evidence that Strickland's advice to set up an industrial school in the neighbourhood from which to draw its members has been implemented. Perhaps, this is not a necessary condition in a community where labour is always available. Again, as long as the co-operative society is limited in its scope of activity and is lacking in funds, the question of setting up an industrial school can be ruled out. The alternative is for the local or central government to set up the school. Within the period under study, the trend in the country has been for literary education. Commercial or technical education was regarded with contempt, if not neglected. With the Woodcarvers Co-operative remaining a private concern of a few artisans, there was no likelihood of setting up such an institute. Even if that were possible, there would be the problem of whether the trainees would be willing to take up wood-carving, since, according to the societal value systems, few if any parents would encourage their children to embrace the trade.

It is doubtful therefore that handicraft co-operative is the only answer to the acquisition of skill, and to local employment creation. An alternative would lie in the support of craft guilds as well as individuals carrying out similar activities.

The above consideration leads to the question of the status of non-cooperative societies. As we have seen, although there was a continuous survey and recording of Nigerian arts and crafts, there was no enthusiasm displayed in supporting them. Rather, a sharp line of distinction was drawn between the truly traditional handicrafts and the others. The result is that a large number of small-scale industries of a modern type does not receive government patronage.

The experience in advanced countries where co-operatives sprang from and developed does not support this policy. As Koll has observed, "it was not co-operatives that made industrial societies what they are, but small enterprise and large companies. This is not to say" he continued "that co-operatives should be abandoned; only, they should not be overrated" (29).

To achieve flexibility in the economy, it is suggested that it should offer a wide range of models for business organisations rather than be limited to one or two types.

One of the handicaps of co-operative producers is the lack of market outlets. Co-operative pioneers were quite aware of this danger, and as a result built into the framework a system of product display, agency and pricing.

Using the Amawbia-Awka co-operative society as an example, we would be interested in knowing to what extent the marketing arrangements affect the level of turnover of the society.

If the industry does not undertake outside sales of its products, and all sales are made within its premises, the reasonable conclusion is that its market is definitely limited. It might be retorted that job orders are important due to the fact that the society enjoys historical fame and good physical location. There is no gain saying the fact, however, that the volume of sales would increase if the market were extended by advertisement.

In another way, if the co-operative could produce "en masse" rather than on orders as is now the case, it could cater for a wider market. The tendency to limit production to job orders or sales in the workshop appears short-sighted.

As regards profits, it was noted that the prices of the products are generally low compared to the labour input and the prices of similar products elsewhere. In the cost structure of the large "Chi" stool sold at 16.80 neiras, the daily wage of the producer was calculated to be 1 neira. If this is compared with what an average labourer reveives (between 50 kobo and 1 neira per day) the co-operator is not worse off. But compared to another artisan, the 1 neira would be regarded a low wage. For example, a private carver could sell a similar product for 22.00 neiras or more. It follows that the wage remuneration of the co-operator - worker would be higher, and higher the price of the article. A co-operator, no doubt, enjoys other benefits from his co-operative than the sale and revenue of his product. This aspect is important. Yet, an increase in the price level to correspond with prevailing market rates appears to be in the interest of the society and its workers.

For such an industry to succeed, therefore, it needs an extension of market in and beyond its location, and a price structure in line with the prevailing market rate. Neglect of these practical measures will make the co-operative perpetually dependent on the state for grants and loans.

The viability of co-operatives is advocated in order to make them as self-reliant as possible, and to be able to forge ahead and meet their commitments. Co-operatives which show no tendency to viability end up depending entirely on government action programmes only to crash when these are removed.

Our survey exemplifies the fact that many, if not all handicraft co-operatives would not have survived today but for the sustenance of the state. The Awka Co-operative Society was reported to be in this plight in 1951, and its situation has not changed since then.

The same applies to the Ikot-Ekpene Raffia Co-operative Society and other societies producing for local and external markets.

If, despite the apparent good organisation of the handicraft co-operatives under government support, they still suffer from limited finances and volume of business, one wonders what their fate will be when they have to stand on their own feet. In sum, as long as handicraft co-operatives are part of the free market mechanism, they cannot but compete with other organisations, and as a result must endeavour to be as economically viable as possible.

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Notes

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(23) Callaway, A., From Traditional Crafts to Modern Industries, ODU, July 1965, pp. 28-51, and Nigeria's Education: The Apprentice System, ODU, Vol. 1 No. 7, July 1964, pp. 62-79.

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Laws Regulations

General

Co-operation, Co-operativism?
Notes on Certain Provisions in Recent Co-operative Legislation *

It may be wondered whether those of the co-operative laws and regulations dealt with in this study (1) that give the clearest recognition to co-operative aims have more provisions encouraging people to become and remain co-operators than the others.

The question can be considered in different ways, the emphasis being placed on the advantages and privileges that may be granted to the co-operative undertakings themselves or on those that individuals may derive from being co-operators.

All the texts in question, except those governing the co-operatives and pre-cooperative institutions in the Ivory Coast, provide exemptions from taxes and duties for co-operatives. These advantages vary in number, importance and the time they may remain in force.

In this connection, the most "generous" laws are those of Honduras, Qatar and Spain. Section 25 of the Qatar Act, indeed, provides that the Council of Ministers may exempt a given co-operative not only from customs duties but also from all other taxes. It should be observed, however, that this is not a general measure but one that is decided for each case. In Honduras, there is total exemption both for the co-operatives and for the "empresas asociativas de campesinos", which come under the same system of taxation. They pay neither land taxes nor taxes on co-operative profits, surpluses or income nor transfer duties nor import duties, and this privilege lasts indefinitely.

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* By R. Louis (ILO Co-operative Branch). Continuation of an article appearing in No. 2/75 of "Cooperative Information", pp. 59-73. The numbers in brackets refer to notes at the end of the text.

In Afghanistan, on the other hand, exemption lasts only for the ten years following the date of registration of the co-operative. Section 35 of the Co-operative Law provides that co-operatives shall be exempted during this period from all fees and taxes in connection with their registration, sales, purchases, rent and mortgages on their property, from all fees and expenses of courts, from 50 per cent of their income tax and from the audit and supervision fees required by the Department of Co-operative Development. The Government may also decide to exempt them from all other taxes present or future.

Section 43 of the Spanish Act reduces the cost to the co-operatives of registration and of deeds executed and authenticated by notaries. Section 51 indirectly accords them a very important tax privilege by providing that their operations with or on behalf of their members shall not be deemed to be commercial transactions. Lastly, section 62 of the new Act maintains the exemptions enjoyed by co-operatives under the previous texts (Decree No. 888/1969 of 9 May 1969 to establish the new taxation rules for co-operatives, confirmed by Decree No. 23/96 of 13 August 1971).

The advantages granted to co-operative or pre-cooperative institutions in Cameroon are not laid down by the Act, section 2 of which merely indicates that, in view of their purpose and their special legal status, they shall enjoy tax concessions fixed by the General Taxation Code.

In San Marino the tax system applying to agricultural co-operatives and their unions and to the agricultural co-operative associations, which are a kind of pre-cooperatives, is less generous. These institutions are exempted only from stamp and registration duty and licence taxes. They are exempted from only 50 per cent of the tax on profits made by co-operatives processing agricultural products and by their unions and 50 per cent of payroll taxes and social insurance contributions. Under section 16 of the Act, however, they and their members enjoy the exemptions provided by the last paragraph of clause 5 of the Agricultural Development Plan.

The least favourable tax concessions are to be found in Tonga, where co-operatives may be exempted only from stamp and registration charges and then only by a minister, who decides each case separately that is to say for each co-operative or special class of co-operative.

There are, however, other advantages under these laws. In San Marino, for example, the agricultural co-operative associations (and also small and medium-scale employers who have joined together to run their undertakings) may receive a subsidy for at the most two technicians employed by them, equal to 80 per cent of the salaries paid for the first two years and then 50 per cent for the third year, provided that these workers have successfully followed certain courses or completed a period of training. This measure is in harmony with those suggested by Paragraph 25 of Recommendation No. 127 concerning the role of co-operatives in the economic and social development of developing countries, adopted by the International Labour

Conference in 1966, which provides that "while it is essential that the management and administration of a co-operative be, from the outset, the responsibility of the members and persons elected by them, the competent authority should, in appropriate cases and normally for an initial period only:

(a) assist the co-operative in obtaining and remunerating competent staff;

(b) place at the disposal of the co-operative persons competent to give guidance and advice".

The provision of the San Marino Act just mentioned must, then, be counted as one of those likely to encourage the farmers of that country to join these co-operative associations. Something similar may be said of provisions in Afghanistan (section 33 of the Law) and Cameroon (section 41(4) of the Act) that place the debts of third parties to the co-operatives on the same footing as those to the State in respect of the procedures for recovery. A similar provision is included in the Tonga Act, but its scope is narrower since it concerns only the debts of members to their co-operatives.

It cannot be considered a privilege that Spanish co-operatives may, or must, provide any type of service required of them by the competent authorities in the public interest, although they are compensated for the cost incurred (section 51).

On the other hand, a problem is raised by the provisions of the Land Reform Act of Honduras, which grant priority to the "empresas asociativas de campesinos", and to a lesser extent to the co-operatives, in the allocation of land made available by land reform. Is there really an advantage? Section 82(e) of the Act places on those to whom land is allocated the obligation to belong either to an "empresa asociativa de campesinos" or to a co-operative if this is necessary to the carrying out of the plans and programmes of the National Agrarian Institute (INA). Is this not less a privilege granted to a group than a serious restriction placed on the rights of each individual who meets the other conditions for benefiting under agrarian reform? It seems that the question cannot be settled by reading the texts alone. Local conditions are determining in this case, as in all cases where there is a desire to make use of co-operatives or pre-cooperatives in land reform by giving them sometimes a role that is not in harmony with their aims, their characteristics and their structures and is therefore different from that suggested in the Annex to Recommendation No. 127, which has already been mentioned.

It is essential that the privileges granted to co-operatives should not have results the opposite of those intended, which has sometimes happened when these advantages have:

- led to the creation of "pseudo-co-operatives" by individuals or groups whose only aim, whether immediate or long-term, has been their own material interest; these pseudo-co-operatives (set up by persons whose existing activities are such that exemption from tax on their profits or their imports of materials and goods represents very large amounts) are so many thorns in the flesh of the co-operative system, and explain, or indeed justify, certain attacks made against it, such as the very common one of doing still more for those who are already in a comfortable economic and social situation and neglecting the poorest, particularly in rural areas;

- sapped the vigilance of co-operative leaders and members, who are less encouraged to run their affairs with all the necessary diligence because they think that they can always count on indirect help from outside. Accordingly, inefficient co-operatives have survived and, what is probably worse, the privileges have put an almost insurmountable obstacle in the way of the co-operative, vocational and managerial training of members. It may be observed in this connection that Paragraphs 20 and 21 of Recomendation No. 127 provide that financial aid to co-operatives that "encounter financial obstacles to growth or transformation" should "be designed to encourage rather than replace the initiative and effort of the members of co-operatives". Referring to grants and reductions in or exemptions from taxes, the Recommendation goes on to state that they "may also be provided, in particular, to help to finance:

  (a) publicity, promotional and educational campaigns;

  (b) certain clearly defined tasks in the public interest";

- lastly, enabled governments to interfere, sometimes gravely, in the very life of the co-operative, going so far as to appoint unelected officers, in flagrant breach of Paragraph 20(2) of Recommendation No. 127, which provides that financial aid "should not entail any obligations contrary to the independence or interest of co-operatives".

However wide they may be, and with all the dangers they involve, the tax or other privileges granted by the laws of these eight countries to co-operative undertakings are not enough to encourage people to become co-operators. Are the provisions of the same laws concerning the rights of members, then, enough to bring about and maintain membership of the co-operative system?

The two reasons most often advanced for forming co-operatives are that they enable the members to be owners of the undertaking they deal with and that they make it possible for them to obtain more favourable commercial or financial conditions than they could obtain alone, conditions, moreover, that are made better still by the distribution of dividends.

All co-operative laws, including those examined here, lay down the basic principle that there can be no formation of a co-operative without the constitution of a registered capital, part of which must be paid up at the time of the statutory meeting. All co-operative laws have provisions respecting the minimum value of the shares and the number that each member may or must hold, whether this is proportional to the extent of his activities in the co-operative or not. This is true even of the "empresas asociativas de campesinos" of Honduras for although section 118 of the Land Reform Act provides that the contribution of members shall consist essentially in their work and that these undertakings may also receive contributions in kind on certain conditions to be established by the model by-laws, these undertakings come nevertheless under the general provisions of the Co-operative Associations Act of 2 March 1954.

In Cameroon the principle is the same though it is expressed the other way round, for section 46 of the Decree of 29 October 1974 provides that contributions in cash may be replaced by the furnishing of work, cattle, equipment and agricultural produce. It is curious, on the other hand, that in the Ivory Coast neither Decree No. 74/139 of 12 April 1974 respecting pre-cooperative-type institutions nor the model by-laws of these associations, approved by Order No. 1407 AGRI of 8 November 1974, provide that members may pay up their shares in kind.

Despite all the arguments often advanced, co-operatives thus continue from the legal point of view to be based more on the bringing together of capital than on that of persons. Since they have not yet been able to detach themselves entirely in this respect from the law governing traditional profit-making undertakings, it seems logical that they should pay interest on their shares, although this is by no means an obligation on them, a fact that was mentioned by the Commission on the Reformulation of Co-operative Principles of the International Co-operative Alliance in 1966 (2), which added that if interest is paid on the capital the rate should be kept very low.

In seven of the eight countries whose laws are examined in this article, the rate varies from 3 per cent in Tonga to a figure equal to that of the discount rate of the National Bank plus three points for Spanish co-operatives. In Afghanistan it is 5 per cent, in Cameroon, the Ivory Coast (where no interest is paid by the pre-co-operative institutions) and Qatar it is 6 per cent and in Honduras it is equal to the rate paid by the National Bank. In San Marino, on the other hand, it is fixed in full freedom by the annual general assembly of each co-operative, for the Act of 25 June 1974 does not restrict it (see section 9).

These various arrangements seem to reflect two conflicting attitudes: the desire to reduce the amount paid as interest (or even to eliminate it) and the desire to increase it quite considerably.

In the second case it may be thought that the legislative body has wished to encourage the member of a co-operative to invest as much of his savings as possible in his undertaking so that he may be more fully aware that it really belongs to him and also to keep a closer watch on its management so that the money he invests may really bring him an appreciable annual income. In these conditions the provisions of the legislation would be really likely to encourage people to become and remain members of the co-operative system.

On the other hand, the reduction or elimination of interest might be regarded as a discouraging measure perhaps reflecting a certain hostility to co-operatives.

Yet, there is another possibility to consider, leading to an entirely different interpretation. The attitude of the legislative bodies to the fixing of a minimum rate for interest on co-operative shares may not be at all what it appears to be at first sight.

In a traditional profit-making undertaking, what is the real meaning of the total of interest and transfers to statutory or other reserves, paid back to the shareholders in the event of liquidation? Apart from an indication of the way affairs have been managed, it is nothing but the amount of the plus values actually appearing at the end of the annual functioning of the productive system and attached to a single element in this system, namely the capital, which is legally recognised as the very basis of the undertaking.

If, however, legislative bodies should consider capital to be really only one means of production like any of the others, buildings, machines, tools or labour, and of the same nature as these, which must be the view of members of co-operatives, their attitude to capital would change completely. Buildings, machines and equipment are maintained and depreciated. The corresponding charges are included in production costs. The maintenance of the capital actually paid up by the shareholders could be based on a calculation intended to keep up its actuarial value; the cost would be slightly higher than the rate of ordinary monetary depreciation. Moreover, the capital would be written off, over periods fixed by the owners of the undertaking who had paid it, by means of payments made to them each year, and the writing off would gradually reduce the cost of maintenance.

This attitude would lead to very important results, not only for members of co-operatives but also for the economy and development in general. Firstly, there would no longer be self-renewal of capital. Secondly, particularly as the writing off of the initial capital proceeded (this would not increase production costs), a genuine "social fund in capital" would be built up as the property no longer of any individual but of the producing community, in its own right, without any question or necessity of nationalising the means of production. The "entrepreneurs" would not be discouraged, however, for although speculation would no longer be open to them they would be sure of regaining their money, or recovering their outlay, without depreciation. It would then be the entrepreneurs who would decide to

introduce money into the economic circuit for the development of truly productive activities. Their role as social partners would not be diminished - rather the reverse - and they might become steadily more numerous. On such a basis planning would become more effective, for knowing in advance the cost of the maintenance and writing off of the capital would make it possible to direct capital towards certain sectors of production or consumption. Since shares did not enter into the "social fund in capital", there would be no more complicated provisions governing procedures for their transfer, there would be no more discussions concerning their revaluation. If an undertaking went into liquidation, the only amounts remaining to reimburse would be those representing the part of the initial or increased capital that had not yet been written off. The balance, whether it related to the "social fund in capital" or to the statutory reserve funds, could logically go only to the community in whose midst the undertakings was placed. Interest, if the word were kept to designate both the maintenance and the writing off of the capital, being simply part of the production costs, would no longer be liable logically to taxation: there would no longer be any need of special exemptions for members of co-operatives or of legislation to fix the maximum rate of interest. A simple checking of its calculation should be enough to make sure that it was not over-estimated, and in any case over-estimation, unless there were actual fraud, would bring no profit to anybody. On the other hand, the law might fix scales or indeed simple brackets as it does for the writing off of other means of production.

In all the undertakings of the future operating along these lines derived truely from the principles of co-operation, and thus particularly in the co-operatives of the future, there would be no longer any question concerning the fixing of the number of votes in relation to the number of shares. If the funds required at the outset were not simply borrowed on the financial market, the entrepreneurs who had provided them would, so long as their contribution had not been written off, make up a special body keeping an eye on the use the money they had provided was put to, whereas the workers and the consumers of the produce and services of the undertaking would alone be responsible for administration, and in the event of a dispute between the two bodies arbitration would be entrusted to an authority drawn from the community the undertaking was set in and assisted by the advice of specialists.

Accordingly, instead of considering that, among the laws dealt with in this article, those most favourable to the co-operative system were those which allowed high rates of interest, it would be perfectly logical to consider that they were rather those which did most to hinder its development. The Spanish Act would then become one of them, although it contains two provisions that should, at all events, even in the pattern just outlined, inspire other legislative bodies that are favourable to the co-operatives:

. the authorisation to issue debentures (section 16, paragraph 1);

the institution of the grade of associate (section 15), a member who would contribute capital to the registered capital, the amount of which could not exceed one-third of that paid up by the full members, who would not be entitled to dividends or to representation on the board, who could not take part in management, but who could, on the other hand, take part in general assemblies, though the total number of votes of associates could not exceed 20 per cent of that of the full members. It may be observed that in France Act No. 72-616 of 27 June 1972, which now governs agricultural co-operatives, had already created this class of associates (or non-cooperator members) and that their votes at general meetings were already limited to 20 per cent but that they had to be represented on the board of directors or a supervisory board as the case might be (see "Cooperative Information", No. 3/72, pp. 34 and 35).

Access to outside sources of finance, on market terms, should also be authorised for the co-operatives of the future with their rules modified in accordance with the new conception of the essential nature (and the role) of capital that has been discussed above. There would be no contradiction of principle or of logic between the use of a loan proper, of any kind, and the increasing existence of the "social fund in capital". On the contrary, their combined use would show still more clearly the distinction that should be made between undertakings run for profit and those run to provide services.

Do the legislative bodies of Tonga and Afghanistan, by reducing the rate of interest paid on shares, and that of the Ivory Coast, by completely eliminating interest on the capital of the pre-co-operative institutions, really want to take a way that is more co-operative? It is obvious that no answer can yet be given. In respect of Tonga, however, the question is worth a closer examination, since the Co-operative Societies Act is the only legislative text examined here that places serious restrictions on the distribution of dividends. The truth is that the distribution of annual profits in this way, like the payment of interest, reduces the chances of building up a joint social fund and is not, moreover, an obligation placed on members of co-operatives (3). In Tonga section 38(1) of the Act and Rule 19(1) of the Co-operative Societies Rules, 1973, provide that co-operatives with unlimited liability can distribute dividends only with the authorisation of the Minister and provided that the reserve fund has reached at least 10 per cent of the total value of the liabilities of the society. Moreover, Rule 19(2) prohibits co-operatives from paying a dividend if the rate of interest on loans granted by it to its members exceeds 8 per cent per annum.

If this interprets the legislation of Tonga truly, these provisions in it are really worth bringing to the knowledge of the greatest possible number of members of co-operatives - and legislative bodies.

Coming now to the building up of reserve funds, it may be regretted that the laws dealt with in this article contain no provision

stating that a higher proportion of annual surpluses shall be transferred to them. As long as the co-operatives are not completely transformed, indeed, their financing from outside will always be difficult unless they can provide adequate guarantees to third parties. Of course, it should be considered that the first guarantee is the will to work together and to run the undertaking in the most efficient way possible. But this idea is not yet widely accepted. In the primary co-operatives the registered capital is always small and this is all the truer in the developing countries. When a co-operative is formed and naturally needs financial assistance, no guarantee is provided by the few thousands or few hundreds of thousands of national monetary units representing the subscribed capital. Later, when the financial needs are increasing, moreover, the registered capital itself is not enough, even if each member has a liability equal to many times the value of the shares he has subscribed.

This is another reason why to put an end at once to the payment of interest and dividends and to transfer the corresponding sums to the building up of an inter-cooperative guarantee fund would be far more useful. Besides, to answer the second of the questions asked at the beginning of this article, measures of this sort, if they were accompanied by the necessary publicity, would do something to make the co-operatives of today more credible. At the same time the reduction in the esteem in which capital is indirectly held by members of co-operatives would be one of the things enabling them to set in motion the complete conversion of a society that is at present dominated by capital into a world founded rather on human dignity and justice.

If they did this, members of co-operatives would also show that it was their firm intention to act in accordance with the values they subscribe to: freedom and pride in meeting their own needs through their own efforts (self-help), solidarity and justice. They would then show that Georges Fauquet was right when he wrote that it is not in the field of economic interest that the source of devotion or enthusiasm is to be found. These noble characteristics spring from a deeper source, where there are no figures, no plans, no calculations, but where there are convictions that, coming before every stated doctrine and every theory, determine judgements and behaviour (4).

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If this were achieved, members of co-operatives should obviously become first-class entrepreneurs. Does the co-operative legislation dealt with here help them in this course or hinder them?

In fact, there is a very wide range of provisions going from one extreme to the other.

Section 57 of the new Spanish Act provides under the heading "independence of management" that the management of co-operatives is entirely the responsibility of their members and that on no account may the public institution supervising the whole movement (the "Organización Sindical") or the public administration interfere in the management of co-operatives.

On the other hand, the Tonga Act in this respect is the very example of the strait jacket in which members of co-operatives and their elected officers can be put. Nearly half the sections of the Act of 3 November 1973 (to be precise 30 out of 66) mention the powers of the Registrar. Though his powers are normal when they concern the registration of co-operatives, changes in their by-laws or his right to carry out a regular or unexpected checking of their operations, they are not normal when the administration of every co-operative depends in the end on the "royal pleasure". The Tonga Act, however, enables him to do practically as he likes ("at his discretion" or "at his sole discretion"), as can be seen from the following few examples:

. in financial matters:

- he decides whether the responsibility of the members of a co-operative shall be limited or unlimited (section 5 of the Act);

- he decides whether a person may be a member of more than one co-operative whose primary object is to grant loans to its members (section 27 of the Act);

- he decides whether a co-operative may make loans to another co-operative (section 34(1) of the Act);

- he decides the conditions governing loans to members (section 34(2) of the Act);

- he decides the conditions governing the investing and depositing of co-operative funds (section 37 of the Act and Rule 40);

- he decides the proportion of profits transferred to the reserve and the use made of the reserve (section 38 of the Act and Rule 66);

- he fixes the interest on money due to co-operatives (section 51(1) of the Act);

- he may decide the attachment of property of debtors of a co-operative (section 52 of the Act);

- the writing off of bad debts is subject to his approval (Rule 52);

- forms for the transfer of shares are provided by him (Rule 54(2));

- with regard to changes in co-operatives:
  - the amalgamation of co-operatives is subject to his approval (section 22(1) of the Act);
  - the division of a co-operative into two or more separate bodies is subject to his approval (section 23(1) of the Act);
- he influences the very composition of co-operatives, for he decides questions that arise in respect of age, residence or occupation of land as a qualification for membership (section 6(4) of the Act);
- he influences the general administration (section 42 of the Act and Rules 23, 25, 26, 29, 31, 38, 56 and 65), since he can:
  - dissolve the committee;
  - at any moment convene the ordinary general meeting or an extraordinary general meeting at which matters determined by him are discussed and at which no quorum is necessary;
  - convene the general meeting to change the committee and even appoint substitutes for members of the committee if the general meeting does not do so;
  - appoint the secretary of the co-operative if the committee does not do so and also fix his remuneration;
  - have any member of the committee discharged at any time if he thinks fit;
  - lastly, exercise a casting vote where there is equality of votes. If he is represented at a meeting his representative has the same right.

Moreover, under section 65 of the Act, the Minister responsible may appoint one-third of the members of the committee.

This list is not complete. It is long enough, however, to show that members of co-operatives subjected in this way to the absolute power of an official appointed by the Minister cannot feel that they are entrepreneurs exercising real responsibility.

Laws of this kind encourage neither the training of co-operators nor the participation of the poorest masses of the population in the management of their own affairs. It is interesting to observe that the countries where such laws have been introduced were formerly under the system of indirect rule. An arbitrary form of government did not allow local institutions or their way of functioning to retain much of the former vigour. Co-operation, which had already been imported, was all right, no doubt, in helping to develop export crops, for example, and increase the dependence of the territories on the metropolis. On the other hand, it was quite unable to offer the model of

a system of socio-economic organisation that could point the way to liberty and that was at the same time adapted to local conditions.

Considering the question more broadly, it must be observed that such provisions cannot make co-operatives credible even if their chief purpose is to avoid errors in management or certain improprieties. They also clash with the provisions of Recommendation No. 127, Paragraph 26(1) of which provides that "generally, co-operatives should be able to obtain guidance and advice, which respect their autonomy and the responsibilities of their members, their organs and their staff, on matters relating to management and administration, as well as on technical matters".

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The considerable part played by the public authorities in the administration of co-operatives inevitably has consequences for the structure of primary co-operatives and of the whole movement.

Among the texts examined in this article the best example is provided by the Spanish Act. After establishing independence of administration, the legislative body has laid down that the by-laws of co-operatives may provide for the creation of groups or units that, within the general activities of the society, may carry on specific social or economic activities, themselves enjoying independence of administration and even separate property (section 4(3)). This provision is the only one among those discussed in the present article that introduces an important innovation in the internal organisation of co-operatives, with the following exceptions:

(a) the opportunity granted to agricultural co-operative associations in San Marino with at the most nine members of being directly managed, without a committee, by the meeting of the members, one of whom is then elected to represent the association in dealings with third parties (section 11 of the Act);

(b) section 30, paragraph 2, of the Spanish Act, which introduces compulsory representation of the workers on the committee of all co-operatives employing more than 50 permanent wage earners. The decree that is to be issued under the Act will lay down the number of regular delegates and of their substitutes, and the procedure for their election will be determined by the "Organización Sindical". Although it does not break entirely new ground - provisions have already been adopted in several countries, including El Salvador, Norway and Poland, to permit genuine participation by the employees of co-operatives in the administration - the Spanish Act is, here too, ahead of the other texts considered in this article. It may be observed that, even in the "cooperativas campesinas" to be set up in Honduras by the National Agrarian Institute, the new Land Reform Act makes no provision in this respect. The reason is perhaps to be found in section 107

of the Act, which states that these co-operatives (which are not the same as the "empresas asociativas de campesinos") must increase the number of their members if there are not enough to work the land received from the National Agrarian Institute so that they can avoid the employment of wage earners, except at certain periods of the productive cycle. It is also provided that wage earners shall have preference over all other persons in becoming members of the co-operative if they meet the other conditions (nationality, age, occupation and area of land owned) laid down in section 79.

It can thus be regretted once again that co-operatives have an internal organisation similar to that of profit-making companies rather than one adapted to their special nature. It could be argued that the laws examined here do not prevent the co-operatives of the countries in question from innovating and, without departing from the framework imposed, providing structures adapted to their own needs. This would not be entirely true: except in Spain, where the establishment of independent sections has already been discussed, and in Cameroon, where advisory committees may or must be set up in the co-operatives (section 36 of the Act and section 41 of the Decree), the texts do not provide that the committee or the general meeting may delegate certain of its powers not to individual members but to committees set up to enable members to play a greater part in the administration of their own affairs. Some of these texts may be criticised, then, for their failure to offer alternatives or opportunities that might encourage co-operators to devise a type of organisation different from that which is perfectly suitable for the shareholders of limited liability companies.

The same may be said of the organisation of co-operative movements at the national level. In this connection not even the Spanish Act has innovated. The laws still provide only for secondary co-operatives, sectoral, territorial and national unions, and, in certain countries (Afghanistan, Cameroon and Spain) national federations. In Spain, moreover, the National Federation is a public institution, set up within the "Organización Sindical", whose scope is extended by provincial federations. In Spain the National Co-operative Co-ordination Board, which is in any case only a consultative body, cannot be regarded as an institution of the co-operative movement since it is part of the public sector, within which it is responsible for advising the ministries and organisations concerned in the development of the co-operative movement and co-ordinating their activities.

It is, however, the law that should work out a co-operative structure to facilitate the development of the movement. The torrent of secondary co-operatives, sectoral or non-sectoral unions, territorial or non-territorial unions, regional, provincial and national federations, local, regional or national banks, etc. does not help the members of co-operatives to:

. devise and plan co-operative development as part of national development and to give members of primary co-operatives a real part in the process;

- provide a coherent organisation for studies, research and the information of members, elected officers and staff, or for the processing and stocking of products intended for the co-operatives or coming from their members;

- find ways and means of financing all these activities;

- give the ordinary members full control over a pattern that is becoming more and more complex;

- lastly, and above all, arouse the interest of young people in the forwarding of the co-operative movement.

It is, in fact, only through the law that:

- an end can be put to the usual plurality of functions that leads to the building up of a sort of "co-operative aristocracy" conflicting, whether voluntarily or not, with true co-operative democracy;

- the surplus funds of co-operatives can be properly centralised, particularly if the members wish to put capital in its true place, in accordance with what has been said above;

- a really fair system of adjustment can be established between the necessarily opposing interests of the various classes of co-operators;

- agreements (which are provided for, moreover, by section 50(2) of the Spanish Act) can be entered into between the various units of the co-operative movement and with persons or bodies that are not part of it;

- relations can be organised between the co-operative movement and the State.

To achieve all this, the members of co-operatives should work out, and be able to give effect to, a system of organisation that might well be based on the following diagram. A national pattern of this type should, indeed, enable the members of co-operatives to hold their own more successfully against the multinational or transnational enterprises. It borrows from these their methods of proved efficacity but uses them in the service of humanity. Unless the co-operative movements adopt these methods, though for quite other purposes, not only in every country but also on the scale of geographic regions, it will be impossible to have closer and more effective relations between national movements in the commercial, financial and other fields than exist at present. It will then be almost impossible for the co-operative movement to develop on the world scale and at last permit the World Co-operative Alliance (no longer only International) to play the part that co-operators have the right to expect of it, with far wider recognition than it has at present, in the thorough but peaceful transformation that must

take place in the society of today. And yet, without this co-operators cannot really show the peoples of the world how the principles governing the fraternal and neighbourly relations within their co-operatives could also govern those between nations (5).

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This transformation in the organisation of co-operative movements would make co-operatives the basic units of a system aiming at the progress and wellbeing of humanity, under which all would take part with application of resources contributed voluntarily and increased without a view to profit, through the distribution, balanced fairly between individual and communal needs, of the surplus added by each member of the whole.

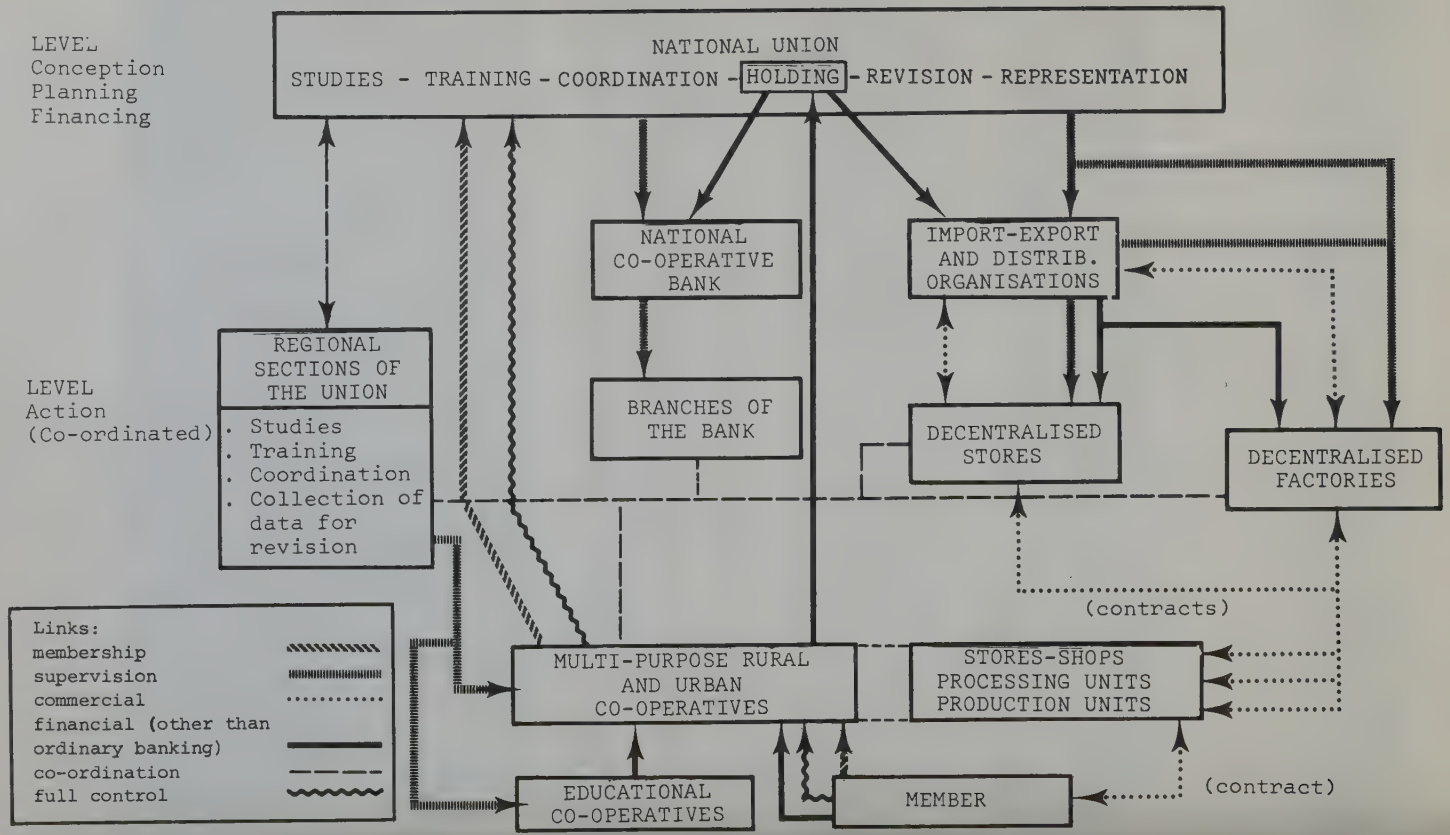
Co-operative law would then have to be radically changed. It would become, as E. Schaeffer puts it (6), part of a genuine development law, a dynamic law influencing economic activities, social patterns, the mental attitudes of groups and individuals, a law that urges and moves, whose purpose is not to govern existing situations but to create new situations, a law different from the traditional laws, which might be called laws of results, whereas this is a law of means.

This new system of law does not yet really exist in the eight countries whose legislation is examined here.

Taking first the possibility of creating structures that differ from those of the co-operatives themselves through definite, marked and fairly numerous characteristics but must become transformed into co-operatives under the very terms of the law, it must be saif that this possibility exists neither in Afghanistan nor in Qatar nor in Spain nor in Tonga.

In Honduras the "empresas asociativas de campesinos" are brought entirely under the Co-operative Act in virtue of sections 110 and 125 of the Land Reform Act. In fact, they are simply an alternative offered to peasants to enable them to take advantage of land reform and differ from co-operatives only because they can be set up by no more than five persons (section 114) instead of 12, or even 20 for a consumer co-operative, and the system of registration is simplified (sections 115 and 116). Similarly, in Cameroon section 5 of the Decree of 29 October 1974 states that the conditions governing the formation, approval and operation of pre-cooperative institutions are the same as those laid down by Act No. 73/15 of 7 December 1973 (governing co-operatives) and by the decree itself, except for registration formalities. Apart from these simplifications, pre-co-operative institutions differ from co-operatives only in being subject to a trial period, specified in the certificate of provisional approval, which can be repeated only once, after which they are either dissolved or approved as co-operatives (section 6 of the decree).

ORGANISATION DIAGRAM FOR THE CO-OPERATIVE MOVEMENT



In San Marino, it is difficult to regard the agricultural co-operative associations as pre-cooperatives (the term is not even used in the Act), for, although they can be formed by only three persons (instead of nine for co-operatives - section 7 of the Act), they must be converted into co-operatives by deed executed and authenticated by a notary as soon as they have more than 15 members (section 8). It is true that when the members are fewer than nine they can decide that management is a matter for the general meeting alone (see above). There is then nothing else to distinguish them from agricultural co-operatives.

In the Ivory Coast, on the other hand, the situation is different. The pre-cooperative institutions set up by sections 5 and 6 of Act No. 66-251 of 5 August 1966 (as amended by Act No. 72-853 of 21 December 1972) and Decree No. 74-139 of 12 April 1974 (supplemented by sections 1 to 3 of Decree No. 74-140 of the same date), of which only the farmers' associations have so far had their by-laws approved (by Order No. 1407 AGRI of 8 November 1974), can be distinguished from co-operatives by:

- members being held jointly responsible for loans made by public bodies (section 2 of Decree No. 74-139);
- having to obtain the approval of the responsible minister before setting up a union of pre-cooperative institutions (section 3 of Decree No. 74-139);
- a simplification of registration formalities (section 4 of Decree No. 74-139);
- members being able to pay up the first quarter of the value of a share over a period of one year (section 10 of Decree No. 74-139) instead of at the time of subscription as in the co-operatives;
- the abolition of interest on shares (section 13 of Decree No. 74-139);
- the fact that the committee is not expressly authorised to delegate powers to one or more of its members for a given purpose and duration, the last sentence of section 20 of Decree No. 66-409 not being incorporated in section 20 of Decree No. 74-139;
- the reduction from a month to a week of the period of notice for the convening of the general meeting and the possibility of convening it through written or oral means of information, modern or traditional (section 25 of Decree No. 74-139);
- the reduction from 15 days to at the most one week of the period that must elapse before a second general meeting may be held when the first has not taken place for want of a quorum (section 25 of Decree No. 74-139);
- the authorisation accorded the president and secretary to place their fingerprints instead of their signatures on the record of

proceedings, provided that the person who has drafted the record signs it himself (section 26 of Decree No. 74-139);

- the obligation to have the auditors, if they have been elected by the meeting from among its members, assisted in their work by the co-operative officer of the place where the co-operative institution has its headquarters; this officer approves and signs the annual report of the auditors, which is drawn up in accordance with a standard form (section 28 of Decree No. 74-139);

- the setting up of a sectional committee, composed of three members (section 29 of Decree No. 74-139);

- simplified accountancy (section 30 of Decree No. 74-139); but it should be observed that if it wishes to apply for approval as a co-operative a pre-cooperative institution must, under section 3 of Decree No. 74-140:

  - show that it has kept accounts for at least a year in accordance with the rules of the Ivory Coast accounting plan; and

  - provide a balance-sheet and a production and results account for its latest financial year;

  which thus obliges the members of the institution to give up the simplified accounting some considerable time before they can think of applying for the conversion of their association into a co-operative;

- the reduction to at the most a year of the duration of loans, which can be granted to members only on the decision of the general meeting and out of a special reserve fund created for the purpose (section 33 of Decree No. 74-139);

- lastly, by the fact that if three-quarters of the registered capital is lost the administrative authority may dissolve the association (section 34 of Decree No. 74-139), whereas it must dissolve a co-operative in this event (section 32 of Decree No. 66-409) and must dissolve a pre-cooperative institution when this has been inactive for three consecutive years (section 36 of Decree No. 74-139), whereas this provision does not apply to co-operatives.

As N'Guyen Manh-Tu (7) points out, where - and only where - it provides for a pre-cooperative stage that is compulsory (since every co-operative begins by being a pre-cooperative institution), temporary (since the object of the association is its conversion into a co-operative) and evolutive (since the association is a perpetually evolving institution whose fulfilment necessarily entails its dissolution), Ivory Coast co-operative law (entirely new in part and adapted to the local context) is a "dynamic law". In brings to the traditional countryside a spirit of dynamism, it encourages joint action, it wakes and arouses the human being, liberates him from

his attitude of resigned fatalism and shows him that progress is possible and that he and others together can improve their lot. It is intended to create a new social order, a new solidarity, a new social pattern in the countryside, to whose guided or planned development it makes an effective contribution.

But the other parts of Ivory Coast co-operative law and the other texts examined here, except the Spanish Act in certain respects, do not show all these qualities in relation to co-operatives proper. To take relations between members within their co-operatives, there is no sign of any provisions, except perhaps those relating to amalgamations, divisions and the creation of sections, concerning the evolution of co-operative structure. Yet it is obviously necessary that the laws should help co-operators, from the beginning or even earlier, to have a forward-looking view of their co-operative activities. Without this, they will be unable to include in their by-laws the indispensable provisions that, taking account of the driving force of each co-operative, will make possible the gradual bringing into play of all the human resources mobilised to reach the aims that have been chosen.

It can thus be said that the Acts and decrees (8) that provide for the indefinite eligibility for office of officers and/or auditors run counter to the adaptation that is necessary to evolution - when they do not lead to the ossification pure and simple of institutions, which sometimes entails the dissatisfaction of the young with the movement or makes it almost impossible for women to be members of the administrative bodies. The inadequate provisions concerning quorums and majorities at general meetings and the almost total lack of specialised committees already mentioned (see above and "Cooperative Information" No. 2/75, pp. 65 and 71 to 73) may lead to the same results.

As to the concern of co-operatives for those around them, even in the savings and rural development co-operatives that have been set up in Cameroon (sections 11 and 34 of the decree), hardly anything is mentioned by the texts considered in this article, apart from the membership proper of communities and legal entities within the territorial scope of a co-operative that have interest related to its own activities, a membership that is, however, indispensable and might already be reflected, as in other countries such as Romania, by the presence at the general meeting or on the committee of representatives of co-operative unions or by the setting up of village committees composed of non-cooperators who support the activities of the co-operative. In Tonga, however, section 38(2) of the Act allows co-operatives, subject to the agreement of the Registrar, to contribute 10 per cent of their annual surplus "to any charitable purpose or to a common-good fund". Similarly, it may be considered that the obligation placed on Spanish co-operatives (section 51(1)) and co-operative unions (section 54(4)(e)) to provide services for persons other than their members in the public interest and at the demand of the competent authorities is a provision leading co-operatives to take an interest in those around them. Moreover, the definition of a co-operative given in section 1 of the same Act

states that it must also be of service to the community (see "Co-operative Information" No. 2/75, p. 63). It should be mentioned that unions and federations of co-operatives in Spain are represented on the trade union institutions and bodies with which they have characteristics or interests in common (section 56(6) of the Act).

It has already been stated that, except in Spain, co-operatives are not bound to provide for the representation of their employees on their managing bodies, an omission in the co-operative law of the other countries that is in fact an obstacle to the participation of workers who are not members.

Again, the status of associate member is provided for only by the Spanish Act, which is certainly the most interesting and the most advanced of all the texts examined here, though it does not go so far as might have been hoped in what is after all a very thorough reshaping of Spanish co-operative law.

Lastly, to bring this list of deficiencies to an end, it will be observed that none of these texts provides, for example, either for movement in the status of a co-operator (9), increasing his rights and duties, or for a gradual improvement in co-operative structure leading to the most efficient management by taking account of the inevitable plurality of aims and at the same time maintaining the legitimate independence and stability of authority, but subjecting it to ordered challenging and to arbitration. Similarly, these laws and decrees do not in fact include any specific provision enabling increasingly numerous members rather than employees to devote themselves, full time if necessary, to the education of the other members and to relations with them and with the management. The endowment of the educational funds that are to be set up by the co-operatives in Cameroon, Honduras and Spain (10) is not in itself enough to settle the question, and the funds that may be provided or the measures that may be taken by the administrative authorities for the training of members or officers are not intended for this purpose (11). Experience has shown, however, that these are important problems, which become increasingly important as the enterprise develops under its own impetus and on whose solution finally depends the growth of interest among the co-operators in the affairs of "their" society, the development of their activities with it and, lastly, their effective participation in the taking of decisions.

In all these respects, then, it is not a matter of a few simple additions or partial amendments to the law governing co-operative societies in these countries - and elsewhere. Nothing less will do than a recasting so thorough that co-operative law at last finds its true dimensions and no longer provokes dissatisfaction through the ignoring of a sociological fact, namely that the co-operative, more than any other enterprise, occupies an important place in the life of each of its members, whether he is fully aware of this or not, at the individual level, the national level and the world level.

The law must no longer try to put the evolution of co-operatives in a strait jacket. It is rather by becoming more and more flexible that planning also becomes effective. Co-operative law, too, must

follow this way. As Pierre Massé wrote when he was Commissioner-General for the Plan in France, few things are to be written in ink and many in pencil. This, no doubt, is one of the basic characteristics of "development law", of which co-operative law must be one of the essential parts.

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"Every system has two criteria to face: production and justice. It cannot do entirely without either. To establish justice in a way that is incompatible with production or production in a way that is incompatible with justice is possible only by accepting dictatorship or disorder or the two at the same time or successively" (12). The co-operatives, more perhaps than other institutions, face this dilemma. They must settle it if the results of their experiences are to benefit the greatest number and help to restore peace and establish social justice. And, since "ubi societas, ibi jus", they must ask themselves questions on the law that governs them. Many of the problems that they have to settle derive from what is provided or not provided by the laws and regulations, which are often adopted without their being consulted. They must be increasingly alert and thoughtful in the world of today - unless they are willing to accept for themselves the idea expressed by Paul Valéry when he wrote in his "Préface aux lettres persannes": "Each person seeks the age of joy, where he may have the greatest freedom and yet receive the greatest help. He finds it where a social system is beginning its decline. There, between order and disorder, there is a moment of delight ... Society is quietly losing its care for the future. It is the hour of enjoyment, the hour of general consumption".

But, since they cannot adopt this attitude, they must think out their co-operative policy, that is to say they must lose the habit of seeing what does not exist and acquire that of seeing what exists, so that, when the occasion arises, they may act appropriately (13) and combine, as Antonio Gramsci so neatly puts it, "the pessimism of the intelligence and the optimism of the will".

Translated from French

Notes

(1) The Co-operative Law of Afghanistan came into force on 23 November 1964, and abrogated the Co-operative Societies Regulations dated 6 December 1972, analysed in No. 1/73 of "Cooperative Information".

Act No. 73/15 dated 7 December 1973 (regulating co-operatives in Cameroon, and abrogating Acts Nos. 69/7/COR dated 6 December 1969 and SC No. 13 of 1955) and Decree No. 74/874 dated 29 October 1974 issued thereunder.

Act No. 60/251 dated 5 August 1966 (rules for the co-operative movement in Ivory Coast), as amended by Act No. 72/853 dated 21 December 1972; Decree No. 66/409 dated 13 September 1966, issued under it, and Decrees Nos. 74/139 and 74/140 dated 12 April 1974, the first relating to pre-cooperative institutions and abrogating the first six sections of Decree No. 66/409, the second laying down rules for the setting up of co-operatives and co-operative unions and the procedures for obtaining official recognition; finally, Order No. 1/407 AGRI, dated 8 November 1974, giving approval to specimen rules governing pre-cooperative farmers' institutions.

The Ley General de Cooperativas, adopted by the Cortes in plenary sitting on 18 December 1974, Spain.

Decreto Ley No. 170 (Ley de Reforma Agraria), dated 30 December 1974, applicable from 14 January 1975, and setting up peasants' collective undertakings in Honduras, which are also subject to the Ley de Asociaciones Cooperativas (Decreto No. 158 of 1954, as amended in 1959 and 1965, and regulations of 1956 and 1966).

Act No. 12 dated 14 August 1973 of Qatar concerning the foundation of co-operatives.

Legge 17 giugno 1974, No. 45, Provvedimento sulla cooperazione agricola, Republic of San Marino.

The Co-operative Societies Act, 1973, No. 15 of 1973, and the Co-operative Societies Rules, 1973, of Tonga.

(2) International Co-operative Alliance: Report of the Commission on Co-operative Principles, Part 3: Recommendations and Conclusions. In the discussion on the payment of interest, members of the Commission pointed out that there is no co-operative principle that requires the payment of interest.

(3) Ibid. In the report it is also stated that any surpluses or savings resulting from the operations of a society belong to the members and should be distributed in such a way as to make sure that no member gains at the expense of the others.

The distribution may take place, by decision of the members, as follows:

(a) through the provision of a sum for the development of the business of the co-operative;

(b) through the provision of a sum for common services; or

(c) through a distribution among the members in proportion to their dealings with the society.

(4) G. Fauquet: "Oeuvres complètes" (Paris), p. 237.

(5) International Co-operative Alliance, op. cit.

(6) N'Guyen Manh-Tu, ILO expert: "Le droit coopératif et le développement" (Abidjan, 1975; mimeographed), quoting E. Schaeffer in the latter's preface to M. Camboulives: "L'organisation coopérative au Sénégal" (Paris, A. Penone, 1967).

(7) N'Guyen Manh-Tu, op. cit., pp. 5, 6 and 8.

(8) Afghanistan, section 24(1) of the Law; Cameroon, section 35 of the decree; Ivory Coast, section 18 of Decree No. 66/409 with respect to co-operatives and section 18 of Decree No. 74/139 with respect to the pre-cooperative institutions; Spain, section 30(1) of the Act; Tonga, Rule 31(2).

(9) R. Louis: "Organisation et fonctionnement administratif des coopératives", second volume of the "Manuel de formation coopérative" (1976, ILO), pp. 72-83.

(10) Cameroon, section 37 of the Act; Spain, section 17(2), (3) and (6) of the Act; Honduras, section 22 of the Ley de Asociaciones Cooperativas of 2 march 1954.

(11) Afghanistan, section 3 of the Law; Cameroon, section 40 of the Act and section 57 of the decree; Spain, sections 17(3) and 56(5) of the Act; Honduras, sections 127 and 129 of the Land Reform Act and section 110 of Decree No. 745 of 9 April 1956 (as amended by Decree No. 419 of 29 March 1966) issuing regulations under the Ley de Asociaciones Cooperativas; San Marino, section 14 of Legge No. 47 of 17 June 1974.

(12) J.F. Revel: "La tentation totalitaire" (Paris, Laffont, 1976), p. 226.

(13) Ibid., pp. 359 and 360.

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History

Poland

Editor's Note

In "Co-operative Information", No. 3/72, we published, at the beginning of the Directory of the Polish co-operative movement, a historical outline which was subsequently completed in other numbers of this bulletin and in Supplement No. 2, "Co-operative Chronology".

We have never considered this information to be complete. In a letter dated 30 April 1976 Dr. T. Kowalak, Director of the Warsaw Co-operative Research Institute, pointed out that this "history" of the Polish movement contained a number of errors and omissions.

He was good enough to send us a chronology of the Polish co-operative movement in the nineteenth and twentieth centuries, compiled by Dr. Zofia Chyra, of the Historical Section of the Co-operative Research Institute. This chronology is published below.

This information is an excellent example of the kind of collaboration which can be established between co-operative movements and the Co-operative Branch of the International Labour Office, and which has been recommended since the Branch was set up by Albert Thomas.

We feel that there is no point in collecting information unless it can serve a useful purpose. Our aim is to help co-operators in all countries to get to know each other better and to feel that they belong to an all-embracing worldwide movement; we also hope to improve their knowledge of the movement's origins. At the same time, helping them to go back to the roots shows them that co-operation is neither a mere theory nor a Utopian dream, but has to its credit a series of highly important achievements which are unfortunately still little known to many co-operators.

It is hoped that many co-operators will be inspired by this example to emulate the work of Dr. Zofia Chyra. This will permit the attainment of one of the objectives sought by the publication not only of the chronology or national directories, but also by other series such as the bibliography, lists of manuals, laws, and special directories, since it is in line with the Co-operative Branch's endeavours to clear the ground in a number of respects and "to throw the ball" to the International Co-operative Alliance and co-operators throughout the world so that they may draw from their experience and research the faith to pursue their goals.

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List of Events in Polish Co-operation during the XIXth and XXth Centuries

1816 Hrubieszow Agricultural Society, first co-operative organisation.

1860 Lwow artisans', industrialists' and middle-class mutual aid association, under the patronage of the Blessed Jan of Dukla (first credit co-operative in Galicia).

1861 "Poznan Industrial Credit Association", first savings and credit co-operative.

1862 Warsaw United Carpenters' Society: deliveries to the army, railways and other institutions.

1864 Abbé Augustyn Samarzewski founds the first credit co-operative according to the principles of Schulze, of Delitzsch, at Sroda (in the area of Poland occupied by Prussia) for Polish artisans and traders.

First Schulze-Delitzsch hire purchase credit society at Brzezany in Galicia.

1868 Karol Libelt publishes "Coalition of Labour and Capital".

1869 "Merkury", first consumers' co-operative, Warsaw.

1870 The "Zgoda" consumers' co-operative at Plock.

Warsaw Industrials' Loan Fund, first credit co-operative in Congress Poland (1), which later opened branches at Plock, Lonza, Pultusk, Lublin, Radom, Wielun, Kalisz, Piotrkow and Lodz.

1871 "The Old Soldiers' Consumer Society", first Polish consumer co-operative in Silesia, at Krolewska Huta (now Chorzow).

First Union of Polish Co-operatives, Poznan.

1872 First workers' production co-operative, the "Wspolna" Printing Works, Lwow.

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(1) The Duchy of Poland was united with Russia by the treaties of 1815 (Congress Poland), giving it apparent autonomy. From 1863 (reapers' revolt) to 1914 Russian Poland formed a governorate-general.

1872 Co-operative society of master shoemakers for the sale of shoes, and "Women's United Work" to provide work and organise the sale of goods in Warsaw.

Warsaw Mutual Credit Society, organised on Schulze-Delitzsch lines.

1873 First Polish hire purchase credit society at Cieszyn.

1874 Union of co-operative associations, in Lwow.

First periodical, "Zwiazek" (Union)

1875 Poznan Union of Polish Co-operatives publishes the periodical "Ruch Spoleczno-Ekonomiczny" (the Socio-Economic Movement).

1876 Registration of one of the first producers' associations in Poland, the Cracow Associated Printing Works.

1880 Cracow Printers' Union.

1881 Szopienice Association in Upper Silesia, the oldest consumer co-operative.

1882 Korczyna Weavers' Co-operative, the oldest co-operative still in existence.

1883 Mutual Aid Association, Lwow.

1886 Establishment of the Bank of the Union of Co-operative Associations, Poznan.

1890 First Raiffeisen Bank at Czernichow (F. Stefczyk).

Peasants' Co-operative Union, Poznan.

1891 Establishment by Dr. F. Stefczyk of the Bazaar of the Czernichow Agricultural Circle, a co-operative for commercial agriculture. Commercial courses were later organised at the Bazaar for managers of shops belonging to agricultural Circles

1892 Commercial Society of Agricultural Circles at Cracow, with branches at Rzeszow (1897), Wieliczka (1899) and Lwow (1901), serving as a wholesale centre and a supervisory company for agricultural circles in Galicia.

1894 First agricultural marketing co-operative (shortlived), "The Farmer" in Strzelno (in the Polish territory incorporated in Prussia).

1896 "The Moneybox", Polish emigrés' bank in Germany, at Berlin, organised as a savings union.

1897 Poznan Land Bank (credit co-operative for financing Polish land apportionment societies).

1898 Railwaymen's Mutual Aid Association, Nowy Sacz, the oldest consumer co-operative in Galicia.

"Centrobank" (Central Co-operative Bank), Warsaw.

Mutual Aid Association, Nowy Sacz, first consumer co-operative in southern Poland.

1899 First rural co-operatives, set up by F. Stefczyk.

Establishment of Office of Employers of Credit Co-operatives, Lwow.

1900 "The Farmer", Mogilno, the first long-lived agricultural sales and supply co-operative.

1901 First co-operative dairy at Wilczyce, district of Sandomierz.

Abbé Waclaw Blizinski sets up an agricultural marketing co-operative, a co-operative dairy, a savings and credit co-operative, weaving workshops, etc., at Liskow village.

1903 Union of Polish Co-operatives, Warsaw.

First workers' consumer-producer association in Bielsko-Biala and environments (branches at Aleksandrowice), Stare Bielsko and Lipniki); these shops sold goods on credit to textile workers during lockouts.

1904 Federation of Dairy Co-operatives, Warsaw.

Supervisory society for Ukrainian co-operatives, Lwow.

The following organisations join the ICA: the Bank of the Union of Savings Co-operative Societies which existed in the Polish territory incorporated in Prussia, the Union of Savings and Credit Co-operative Societies in the territory annexed by Austria, and the Co-operative Commission of the Society for the Promotion of Industry and Commerce, in the territory annexed by Russia.

1905 Warsaw Dairy Society, fulfilling the function of a marketing centre for dairy co-operatives; a second society of this kind was founded in 1913.

Union of German Co-operatives in Poland.

1906 Founding of the Co-operators' Society and of the Consumers' Society, and of the newspaper "Spolem" (In Common), which gave its name to the Polish consumer co-operative movement.

1907 Central Fund for Agricultural Circles, founded on the initiative of Dr. F. Stefczyk.

National Society of Co-operative Dairies, Lwow.

1907 The Warsaw Co-operators' Society and the Union of Savings and Credit Co-operative Societies in the Polish territory annexed by Russia become members of ICA.

"Cekasa", central fund for agricultural co-operatives, Warsaw.

1908 "Spolem", union of consumer co-operatives, Warsaw.

In Nowy Sacz, Galicia, the railwaymen's consumer co-operative builds a community centre comprising a shop, a reading room, a concert hall, a billiard room, offices for the railwaymen's union and a restaurant, thus providing effective propaganda for the co-operative workers' movement, rapidly gaining ground in Galicia.

Dairy Commission at the Central Agricultural Society, fulfilling the function of a co-operative dairy centre in the Polish territory annexed by Russia.

1909 Dairy Union, fulfilling the function of a sales and supply centre for dairy co-operatives in the Polish territory annexed by Austria.

1910 Co-operative Bank, Warsaw, fulfilling the function of a centre for various categories of co-operatives (credit, dairy and labour) in the Polish territory annexed by Russia.

Union of German co-operatives in Poland, Lwow.

The Consumers' Co-operative Society for the Workers and Miners of Lazy, near Cieszyn (Silesia), becomes a member of the ICA.

1911 Warsaw Union of Consumers' Associations (WZSS), supervisory and wholesale board for consumers' co-operatives in the Kingdom of Poland.

Attempt to develop the farm purchased in common at Polica (governorate of Kielce), on the initiative of Kasper Gomolka and the readers of the newspaper "Zaranie".

"Pecus", Galician society for the sale of cattle and pigs, Lwow, centralising the trade in livestock.

The Lodz Savings and Credit Society becomes a member of ICA.

For the first time in Poland, Dr. F. Stefczyk organises at Cracow a university-level course on co-operatives.

Union of Consumers' and Producer-Consumers' Associations in the Polish territory annexed by Austria.

1913 Lublin Consumer Co-operative, founded by Jan Hempel, promoter of co-operatives among workers.

1917 Supervisory Union for Polish Agricultural Associations, organised on the principles of Raiffeisen and Stefczyk.

1917 Central Fund for Agricultural Credit Associations.

1918 First conference at Lublin for the chairmen of Polish co-operatives in the three annexed territories. The Conference suggests the creation of a uniform co-operative organisation for the whole State, the linking of its activities with those of the National Co-operative Bank and imparting an apolitical nature to co-operatives.

Union of Credit Co-operatives, Warsaw, fulfilling the function of a control centre for urban credit co-operatives and organised according to Schulze-Delitzsch principles.

First Co-operative Congress, Lublin.

Farmers' Central Organisation and German Co-operative Bank at Lodz.

1919 Conference for the organisation of workers' co-operatives.

Foundation of the Union of Societies of Workers' Co-operatives.

Central Union of Railway Workers' Co-operatives, Warsaw, transformed into National Railwaymen's Consumers' Co-operative in 1921.

The Warsaw Union of Consumers' Associations changes its statutes and becomes the Union of Polish Consumer Co-operative Societies (ZPSS).

First Consumer Co-operatives Congress.

First co-operatives for the handicapped.

The Union of Polish Consumer Co-operative Societies and the Union of Savings and Credit Co-operative Societies become members of ICA.

1920 Law on co-operatives voted by the Diet.

Setting up of the central organ of the National Co-operative Council.

The Union of Polish Consumer Co-operative Societies (ZPSS) opens the first co-operative factory (a soap factory at Kielce) and commercial agencies at Danzig and London.

1921 Foundation of the Scientific Co-operative Institute at Cracow, the oldest in the world.

Publication of the monthly "Republika Spoldjielcza" (Co-operative Republic) by the Union of Polish Consumer Co-operative Societies.

Warsaw housing co-operative.

1922 First Union of Housing Co-operatives.

1923 Union of Co-operative Workers of the Republic of Poland.

Supervisory Union for Military Co-operatives.

1923-1926 S. Wojciechowski, an eminent co-operator, becomes President of the Republic.

1924 Union of Polish Co-operative Societies, grouping Schulze-Delitzsch credit co-operatives, "people's banks", dairy co-operatives, supply and sales co-operatives, farmers' co-operatives and agricultural circles co-operatives. An important role was played in the Union of Polish Co-operative Societies by landowners, traders, small industrialists and wealthy peasants, which explains their conservative character.

Foundation at Warsaw of the Union of Agricultural Co-operative Societies of the Republic of Poland, grouping Raiffeisen-type credit co-operatives (Stefczyk banks), dairy co-operatives, sales and supply co-operatives and agricultural co-operatives. Small and medium-sized farmers held a dominant position in this union.

A Co-operative Studies Section is set up at the Jagellonian University, Cracow.

"Centrosouz", federation of co-operative societies of Warsaw.

1925 Merger of the three main consumer co-operative unions into a Union of Consumer Co-operatives of the Republic of Poland, politically neutral.

Merger of the consumer co-operative unions, the Union of Polish Consumer Co-operative Societies, the Union of Workers' Consumer Associations, the Union of Christian Workers' Associations and the Supervisory Union for State Officials' Co-operatives (communal and social).

1926 "Lad", an artists' co-operative, established by the professors at the Academy of Fine Arts, the oldest in Poland.

1927 Dairy Co-operative Union, Poznan.

German Co-operative Bank, Poznan.

1928 "The Gardener", the oldest horticultural co-operative in Poland, Ratibor.

Social construction undertaking working for housing co-operatives.

Labour Co-operative Section set up in the Polish Social Policy Society, to promote the idea of labour co-operatives, carry out studies and research and assist new co-operatives.

1929 Agricultural Co-operative State School for Boys, Naleczow.

Scientific Co-operative Review.

1929 Co-operative for the handicapped at Lwow.

1930 "Spolem" Co-operative Bank.

1931 Union of Housing Co-operatives, Warsaw.

Supervisory Union for Housing Co-operatives.

"Romuald Mielczarski" Co-operative School, Warsaw.

1933 Union of Consumers' Societies, Cracow.

1934 The Labour Co-operative Section becomes the Labour Co-operative Society, for the purpose of supervising labour co-operatives.

Union of Agricultural Co-operatives.

Co-operative Law amended.

1935 Women's Co-operative League.

Federation of Rural Co-operatives, Warsaw.

Merger of unions and setting up of the Union of Agricultural Co-operatives, and of Savings and Credit Co-operative Societies.

Working agreement between the "Spolem" Consumer Co-operative Union and the Union of Agricultural, Savings and Credit Co-operative Societies.

The Union of Consumer Co-operatives of the Republic of Poland changes its name to "Union of Consumer Co-operative "Spolem" of the Republic of Poland.

1935-1937 Publication of the periodical "Spoldzielczosc Pracy" (Labour Co-operatives).

1936 Marian Rapacki, Chairman of "Spolem", works out a programme for the development of Polish co-operatives and the reorganisation of socio-political conditions in the country.

A Co-operative Section is set up at the Workers' University Society, Warsaw.

Session of the Central Committee of ICA, Warsaw.

1937 Central Union of Handicrafts Sales and Supply Co-operatives, Warsaw.

First pharmacists' co-operative, Warsaw.

1938 Economic Union of Agricultural Marketing Co-operatives.

Co-operative Labour Bank.

1939-1940 In the Polish territory incorporated into the Reich (Pomerania, Silesia, regions of Poznan, Lodz, part of the provinces of Warsaw and Kielce) the occupiers close down Polish co-operatives and wind up their property: only those co-operatives capable of operating under the special conditions of the occupation are maintained by the Governorate-General (only economic activities are authorised; self-management, social and educational activities are forbidden). Co-operatives are supervised by German commissars.

1939-1945 Polish co-operatives, in particular the "Spolem" consumer co-operatives, give material support and assistance to the resistance movement, supplying money and food to deportees in concentration camps and sheltering people wanted by the occupiers.

1940 The Central Agricultural Office, set up by the occupiers, takes over the economic unions of the agricultural co-operatives (the Office monopolises the trade in agricultural products to meet the requirements of the German war economy).

1941 A Supervisory Union for Co-operatives of the Governorate-General is set up, with headquarters at Cracow.

1943 A group of activists co-operators and the management of "Spolem" (including Mr. Rapacki) organise the "Co-operative Committee" which draws up the "Programme for Polish Co-operatives", published in 1945. The programme favoured far-reaching economic changes in the country, the limitation of the private sector and the unity of the co-operative movement.

1944 Co-operative Congress in Lublin.

Unification of the Polish co-operative movement.

Creation of the Supervisory Union for the Co-operatives of the Republic of Poland, and of "Spolem".

Economic Union of Co-operatives of the Republic of Poland grouping co-operatives of various types: consumers, agricultural marketing, supply and sales.

First Congress of Agricultural Co-operatives.

Lublin Congress organised by "Spolem".

1945 The "Little Co-operators' Parliament" at Lodz approves a political declaration in support of power for the people.

First socialist fishing co-operatives: "Fishermen's Unity" at Gdynia and "Bellona" at Dzwinow, set up by demobilised sailors.

1946 Co-operative Bank, formed from the union of the Central Fund for Agricultural Circles and the "Spolem" Bank.

Union of Transport Co-operatives, Warsaw.

1947 Reactivation of the Scientific Co-operative Institute, Warsaw, which continues its work until 1950.

1948 The Diet votes a new Co-operative Law which introduces a new organisational structure.

The following unions are created:

- Peasants' Mutual Agricultural Co-operative Union
- Union of Milk and Egg Producing Co-operatives
- "Spolem" Union of Consumer Co-operatives
- Union of Work Co-operatives
- "Solidarity" Union of Producers' Co-operatives
- Union of Publishing and Booksellers' Co-operatives
- Union of Housing Co-operatives
- Union of Horticultural Co-operatives.

Creation of the Central Co-operative Union, principal organisation of the co-operative movement and, under its aegis, of the Supreme Co-operative Council, to advise the Central Co-operative Union management on the supervision of co-operative unions.

Central Co-operative Union, Warsaw.

Peasants' Mutual Agricultural Co-operative Union, Warsaw.

Bank reform. Liquidation of various types of banks, including co-operative banks.

1949 Union of Co-operatives for the Handicapped.

1950 Liquidation of the Union of Milk and Egg Co-operatives, the Union of Publishers' and Booksellers' Co-operatives, the Union of Housing Co-operatives and the Union of Horticultural Co-operatives. The State takes over the property of the liquidated unions.

1952 The Diet votes the Constitution of the People's Republic of Poland guaranteeing state support and aid for co-operatives.

1953 National Council of Agricultural Producers' Co-operatives.

First Congress of Agricultural Producers' Co-operatives.

1954 Central Union of Work Co-operatives, Warsaw.

1955 The Supreme Co-operative Council institutes the Order of Activists of the Co-operative Movement.

1956 Central Union of Housing Construction Co-operatives.

The agricultural circles are authorised to possess farms.

Reactivation of the Union of Horticultural Co-operatives and the Union of Housing and Construction Co-operatives.

The statute and functions of a co-operative union defined in the 1948 Law are granted to the National Council of Agricultural Producers' Co-operatives.

1957 Reactivation of the Union of Dairy Co-operatives and the Union of Savings and Credit Co-operatives.

Setting-up of the Union of Handicraft Supply and Sales Co-operatives.

The Commerce Workers' Trade-Union is transformed into the Union of Commerce and Co-operative Workers.

The National Congress of Representatives of Central Co-operative Organisations, meeting in Warsaw, adopts a resolution on the orientation to be given to the development of Polish co-operatives.

Reactivation of the Co-operative Research Institute, Warsaw.

1958 First student's labour co-operatives.

1959 Central Union of Agricultural Circles, Warsaw.

1960 First co-operative factory for dairy products "FAM", founded by the Union of Dairy Co-operatives.

First International Seminar of Housing Co-operatives, Kazimierz (on the Vistula), devoted to housing estates.

1961 The Diet votes a new Law on co-operatives and their unions. The Central Co-operative Council is the supreme co-operative organisation.

The co-operative unions undergo a change in status and are now known as:

. Central Union of Dairy Co-operatives
. Central Union of Housing Construction
. Central Union of Savings and Credit Co-operatives
. Central Union of Agricultural Producers' Co-operatives
. Central Union of Handicraft Sales and Supply Co-operatives
. Central Union of Co-operatives for the Handicapped.

The Central Council of Peasants' Mutual Aid Co-operatives, the "Spolem" Union of Consumer Co-operatives, the Central Union of Labour Co-operatives and the Union of Horticultural Co-operatives retain their names.

1961 Central Council of Co-operatives; new Act on co-operatives and their unions.

1962 Central Union of Agricultural Producers' Co-operatives.

First International Seminar for Co-operators in Developing Countries, Warsaw.

Second International Seminar for Housing Co-operatives, Warsaw, devoted to "children in co-operative housing and housing estates".

FAO organises in Poland the first co-operative course for dairy producers.

1962-1963 For the first time in Poland, the Central School of Planning and Statistics organises a post-graduate planning course for economists in developing countries; the problems of co-operatives are included in the programme of the course.

1963 Second International Seminar for Co-operators in Developing Countries, Warsaw.

1964 The Central Council of Peasants' Mutual Aid Co-operatives becomes a member of ICA.

Third International Seminar for Co-operators in Developing Countries, devoted to co-operatives as a factor in social and economic progress.

1965 The following become members of ICA: the "Spolem" Union of Consumer Co-operatives, the Central Union of Labour Co-operatives and the Central Union of Housing Construction Co-operatives.

First United Nations Co-operative Seminar in Warsaw, devoted to the social aspects of agrarian reform and rural co-operatives.

Third International Seminar for Housing Co-operatives, Kazimierz (on the Vistula), devoted to the self-management of housing co-operatives within the general system of self-management for city-dwellers.

1966 Fourth International Franco-Polish Seminar on Housing Co-operatives, devoted to present-day social and economic problems in co-operative housing construction in France.

First Co-operative Seminar on Vocational Rehabilitation of the Handicapped, organised by the International Labour Office, the Union of Co-operatives for the Handicapped and the Polish Ministry of Health.

FAO-Danish-Polish Co-operative Seminar for Co-operators in Developing Countries, devoted to agrarian structure and co-operatives.

1966 The Szczecin Polytechnic School organises its first course on housing co-operatives as part of the post-graduate course for physical planning for architects of the Third World.

For the first time in Poland, a seminar is held on the Polish co-operative movement for students from developing countries studying in Polish institutes of higher education.

1967 "Spoldzielczy Kwartalnik Naukowy" (scientific co-operative quarterly) published by the Co-operative Research Institute.

Second ILO Co-operative Seminar, held in Warsaw, on the role of co-operatives in economic and social development of handicrafts and small-scale industry.

Second United Nations Co-operative Seminar, held in Warsaw, on the social aspects of urban co-operatives.

36th International Co-operative School at Jablonna, organised by the ICA and the Central Union of Peasants' Mutual Aid Co-operatives on the subject of problems of collaboration between co-operatives of different types, at the local, regional, national and international level.

1968 Inauguration of the Polish Co-operative Museum at Naleczow.

Session of the Executive of the Central Committee of the ICA, Warsaw. Study tour of members of the Executive to visit certain Polish co-operatives.

First UNIDO Co-operative Seminar at Lodz on Polish work co-operatives.

Fifth International Seminar for Housing Co-operatives, on co-operative dwellings.

1969 Third United Nations Co-operative Seminar at Miedzeszyn, near Warsaw, on the role of co-operative in social and vocational "animation".

International Congress of European States Members of the ILO and the International Federation of Disabled Workmen and Civilian Cripples, Warsaw, on the topic of protected labour establishments.

First International Conference of Co-operative Research Institute of Socialist Countries, Warsaw, on consumer co-operatives.

Second UNIDO Co-operative Seminar on Polish work co-operatives

Second FAO International Seminar, Warsaw, on new forms of co-operation and their functions in improving the agrarian structure of countries with centrally planned economies.

1970 Third FAO International Co-operative Seminar, Warsaw, on the operation of new forms of co-operatives in the development of agriculture, taking Poland and Denmark as examples.

1970 First UNESCO International Co-operative Seminar on the Co-operative Movement and Youth.

1972 International Seminar on Co-operative Research in Developing Countries, organised by ICA and the Co-operative Research Institute, Warsaw.

Third International Seminar on Labour Co-operatives, Warsaw, on services and organisation of students' labour within the framework of work co-operatives.

25th ICA Congress, Warsaw.

1973 Creation of the Centre for the Promotion of Industrial Co-operatives, Warsaw.

1974 "The Breakwater", first housing co-operative for the elderly, at Gdynia, on the Baltic Sea.

1975 Bank for the food industry founded by the National Agricultural Bank and the Central Union of Savings and Credit Co-operatives.

International Conference of Co-operative Research Institutes in Socialist Countries, Warsaw, on economic and social results of the concentration of co-operatives.

First Polish-Nordic Seminar on agricultural co-operatives.

News

ICA

DECLARATION OF THE ICA

THE INTERNATIONAL CO-OPERATIVE ALLIANCE, celebrating its 81st Anniversary this year, greets its affiliated organisations representing over 326 million members in 66 countries on the occasion of the 54th International Co-operative Day, wishes them every success in their activities, and recommends to their attention the following matters of special concern to our Co-operative Movement at this time.

PEACE. We must continue every effort to help in achieving enduring peace and diverting the massive resources now spent on armaments to peaceful purposes. As Co-operators, we must bring to bear all our influence on our governments in this respect, and support the United Nations in their efforts. The new International Economic Order recently discussed by the United Nations needs careful and considered support from the Movements in order to reduce the global imbalance in the distribution of wealth.

ICA'S WORK PROGRAMME. Co-operative movements must be continually alive to new problems as they emerge in our society, and develop appropriate responses to them. We shall be discussing at the ICA Congress in September this year the ICA's work programme from 1977-1980 in order to make our work increasingly relevant to the needs of our Movements.

INTER-COOPERATIVE COLLABORATION. The Co-operative Movements throughout the world have achieved much. They could achieve much more if they were to work in close collaboration with each other. A special working party appointed by the ICA has produced a report which contains a number of important suggestions. This report will also figure at the Paris Congress.

SUMMARY OF STATISTICS

	Number of societies	Percentage of whole	Individual members	Percentage of whole
Agricultural	217,530	31.86	63,251,749	19.40
Consumer	60,248	8.83	124,490,857	38.19
Credit	266,232	38.99	106,693,449	32.73
Fishery	12,641	1.85	1,862,026	0.57
Housing	55,350	8.11	11,356,583	3,48
Productive	41,798	6.12	5,407,151	1,65
Miscellaneous	28,954	4.24	12,984,330	3,98

Total No. of societies	673,082
Total turnover	livre 111,599 million
Total membership	326,046,145

ICA WORLD MEMBERSHIP

AFRICA		AMERICA	
Cameroon	37,220	Argentina	3,813,295
Egypt	(2)	Canada	9,539,616
Gambia	40,000	Chile	281,231
Ghana	207,100	Colombia	158,797
Kenya	485,764	Guyana	29,085
Mauritius	31,031	Jamaica (1)	119,488
Morocco	(2)	Puerto Rico	247,867
Nigeria	302,505	Haiti	170
Tanzania	1,002,238	Peru	(2)
Uganda	791,922	USA	46,716,000
Zaire (no figures available)		Uruguay	149,326
Zambia	50,029		61,054,875
	2,947,809		

(1) No longer in membership.

(2) New member - no statistics yet available.

Note: Statistics are mainly based on 1973 figures.

ASIA	
Bangladesh	4,209,686
Cyprus	236,595
India	68,391,047
Indonesia	8,492,197
Iran	2,412,946
Iraq	(2)
Israel	699,090
Japan	13,297,961
Jordan	13,752
Korea	2,336,189
Lebanon (1)	2,093
Malaysia	822,161
Pakistan	1,631,965
Philippines	414,986
Singapore	63,377
Sri Lanka	1,905,184
Thailand	609,835
	105,539,064

OCEANIA	
Australia	3,410,478
Fiji	35,765
	3,446,243

EUROPE	
Austria	2,452,466
Belgium	1,933,263
Bulgaria	3,229,300
Czechoslovakia	3,896,904
Denmark	1,477,246
Finland	1,802,124
France	9,947,210
German Dem. Rep.	4,149,015
German Fed. Rep	8,696,189
Greece	679,945
Hungary	3,840,669
Iceland	39,128
Irish Rep.	160,175
Italy	4,132,255
Malta	785
Netherlands	157
Norway	875,477
Poland	9,472,827
Portugal	3,877
Romania	13,526,698
Sweden	3,557,503
Switzerland	897,836
Turkey	3,863,436
United Kingdom	10,917,669
USSR	62,000,000
Yugoslavia	1,506,000
	153,058,154

ILO

World Employment Conference Plans Concerted Assault on Mass Poverty

The World Employment Conference meeting in Geneva from 4 to 17 June 1976, finished its work by adopting the framework of a plan destined to rescue the poorest third of humanity.

Some 1,300 government, employer and trade union specialists from 121 countries, brought together by the International Labour Organisation, agreed that satisfying the basic needs of each developing country's least-privileged population groups, within the next 25 years, should be a priority objective of development policies.

The outcome of the Conference took the form of a declaration of principles and programme of action which were adopted by acclamation after long negotiation.

The conference saw increased productive employment as a vital factor in this basic needs strategy, which would be designed to provide a national minimum level for such essentials as food, shelter clothing and community services.

It also spelled out the implications for all the world's peoples in the fields of international co-operation. It supported the United Nations General Assembly's efforts to secure reforms in trade and finance in favour of developing countries as a move toward a new international economic order.

The conference declared that the current Second Development Decade needs to be revised to take account of basic needs policies, which should also form the core of the Third Development Decade.

It recommended that part of the 1,000 million dollars International Fund for Agricultural Development should be earmarked for the generation of employment in the rural sector, where most of the world's poor live and work.

In addition to prescribing policies needed to meet the basic needs of the poor, the conference's plan of action focuses on three aspects of the effort to promote employment: international action to limit the harmful effects of migration on people and their countries; the development of technologies which are best suited to the resources and future development potential of developing countries; and determined efforts to achieve full employment in developed countries.

Delegates were unable to reach consensus on the role of multinational enterprises in developing countries.

Technology

Each developing country has the right and the duty to choose the technologies that it deems appropriate, the Conference declared; technology is an important element in a basic needs policy.

The aim should be to achieve a balance between labour-intensive techniques and capital-intensive ones so as to promote growth, employment and basic needs.

The conference suggested the creation of national, regional and sub-regional centres for the development and transfer of technologies, and to promote international co-operation in this field.

Migration

The first objective of national and international migration policy should be to make work in the home country more attractive, so as to avoid the need for workers to migrate. This could be done through international co-operation.

The second objective is to protect migrant workers and their families from the difficulties they sometimes encounter.

The conference advocated action to combat discrimination against migrants and illegal trafficking in migrant labour, and a system of international agreements aimed at reducing labour migration and making it more orderly.

Adjustement assistance

Changes in the international economic order should not be made at the expense of workers, the conference declared.

Developed countries should achieve and maintain full employment and take measures - many of which are already practised - to ensure: that workers whose jobs are threatened are given as much notice as possible; that incomes are maintained at an appropriate level for

a reasonable period of time; that facilities are provided for retraining; and that special measures should be taken in favour of women workers, migrants, the young and the handicapped.

Regional or national funds could be set up, or existing funds such as those of the European Communities could be adapted, to help workers and industries to adjust to international economic changes.

Proposals for ILO action

The conference called on the ILO to set up a world-wide programme in support of household surveys to map the nature, extent and causes of poverty; help countries establish the necessary statistical and monitoring services; and to formulate basic needs policies and to measure progress toward their achievement.

The ILO was asked to report on basic needs policies to an annual conference before the end of the 1970s, based on information supplied by member States.

The Organisation was also asked to make its technical services available to member countries in carrying out policies for technology choice, migration and adjustment assistance.

Main points of agreement

Director-General Francis Blanchard of the International Labour Office, summing up the results of the conference, said there were three major points of agreement.

1. The basic needs strategy was unanimously backed, and he predicted that it will in future be the touchstone of all development policies.

2. There was consensus on the interdependent nature of national economies, and the need for concerted international action to promote employment and combat poverty. "Industrialised countries' policies will not be able to be determined solely in the interest of those countries, and they should be set only after their impact on the poorest people in the developing countries has been considered."

3. The whole conference recognised that the reduction of unemployment and the struggle against poverty imply high economic growth rates for developed and developing countries. "This increased growth should come primarily in those areas most suited to the creation of employment and the satisfaction of basic needs."

Disagreement had been registered in such matters as the role of transnational companies, and questions raised regarding population policies, the matching of basic needs to high rates of growth and

investment, and avoiding adjustments in industrialised countries that jeopardise employment, Mr. Blanchard said. In resolving these problems the ILO can play a decisive part because it is a world-wide organisation and because it is the meeting place of the world's management and labour, as well as of governments.

The ILO will follow up conference findings with a number of immediate measures, and also in its planning for 1978-79, Mr. Blanchard said. There will be a special role for ILO technical co-operation - but in a new form such as operations for mapping the extent of poverty. He also spoke of a new type of ILO mission to help countries with training, appropriate technology and ways of satisfying basic needs.

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Statement by Mr. Alder representing International Co-operative Alliance (1)

It is now widely recognised that economic growth alone does not solve the problems of unemployment and underemployment, particularly in the developing countries. The excellent report to this Conference identifies this fact and investigates a series of related issues with a penetrating analysis. The International Co-operative Alliance agrees with much of the analysis in this document.

However, the ICA would like to draw your attention to a few key problems which, if not tackled properly, will impede efforts to solve the complex problems surrounding unemployment. Many of these points are discussed or touched upon in the report, some have been recommended in the past, for example in ILO Recommendation No. 127 of 1966 on the Role of Co-operatives in the Economic and Social Development of Developing Countries. It is therefore evident that there must be the political will to undertake appropriate measures - both on the national and international levels.

Men work through institutions and it is therefore critical that the institutions in developing countries are structured in such a way that they are able to contribute to the maximum in efforts to satisfy "basic needs", that these institutions are not only adaptable but actually facilitate the de-centralisation of economic and social decision-making and that they have inherent features favouring redistribution of income and are responsive to the needs of the community.

They should also be adaptive to the levels of appropriate technology required, particularly within small and medium scale enterprises; thus labour rather than capital intensive technology will not

(1) Statement made during the 13th sitting of the Conference.

only have a wider employment generating effect but would also be sustained by the servicing facilities which are or could be made available within the rural areas of developing countries.

Institutions should allow small savings to be mobilised productively, small farmers and producers should know that effectively run organisations will provide them with essential inputs and will market their crops and other products at fair prices; only then will they raise their productivity and, as a consequence in the majority of cases, provide more employment.

This brings us to the question of ownership and control. The ICA firmly believes that people must be able to participate in the organisation which directly affect their economic and social progress; and to participate effectively they have to have an economic stake in their own institutions and should not be clients of companies or agencies controlled from outside. Therefore, the ICA strongly support the statement made on page 32 of the English text of the Conference report, "A basic-needs oriented policy implies the participation of people in making the decisions which affect them."

Co-operatives are capable of catering to these needs and the ICA would like to see this Conference recommend the urgency for the promotion of democratic, economic and social institutions of this kind. Many delegates will be familiar with co-operatives and the invaluable role which they play for both producers and consumers in the fields of agricultural supply and marketing, fisheries, credit, small and medium-scale industry, insurance, and in the provision of foodstuffs, housing and rural electricity, etc. They are, of course, both economic and social institutions and, for example, make their own significant contribution to education, health and other social benefits. Delegates will also recognise that co-operatives are sensitive institutions which require a favourable climate in which to flourish. The patterns of land ownership, the physical infrastructure, legislation, and the necessity for an actively favourable government policy which promotes investment in co-operatives becauses of their catalytic role in the development process, are some of the necessary preconditions which are required to enable the co-operative movement to make a long lasting contribution to the economic and social problems faced by developing countries. In many countries, despite various obstacles, co-operatives are making a massive contribution to providing employment by undertaking extensive programmes that are economically beneficial to the poorer sections of society.

The International Co-operative Alliance therefore, stresses the need to support indigenous democratic organisations as part of a strategy to reach the poor and assist them to participate fully in efforts to provide them with their basic needs and to reduce unemployment. In this context we would specifically request the Director-General of the ILO to undertake a survey to determine the effectiveness of the implementation of ILO Recommendation No. 127.

New members join the ILO

Papua New Guinea, the Bahamas, the Peoples' Republics of Mozambique and Angola have respectively become the 129th, 130th, 131st and 132nd members of the Organisation. The Governments of these four countries had announced their acceptance of the obligations contained in the ILO Constitution and their delegations were able to attend the World Employment Conference and the 61st session of the International Labour Conference.

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61st Session of the ILO Conference: Measures to Tighten Observance of Labour Standards

The International Labour Organisation's general conference held its 61st session in Geneva from 2 to 23 June. It approved measures to strengthen the impact of the ILO's labour standards - the only world system of international agreements with a built-in enforcement procedure.

It adopted a Convention and Recommendation to secure at the national level the same kind of consultation between governments, employers and workers by which the ILO works at the international level.

ILO standards are Conventions and Recommendations designed to improve working and living conditions, to safeguard human rights such as freedom of association, and to encourage job creation.

Employers and workers sit alongside government delegates to work out these model labour laws at the annual conference.

Governments are required under the ILO's follow-up system to report on their progress in observing ratified Conventions, and this year 55 countries reported a total of 94 improvements as national laws or practices were brought into line with ILO standards.

Some 1,450 delegates, advisers and observers from 123 countries attended this year's three-week conference.

Work was begun on new standards for the protection of workers against occupational hazards in the environment and on nurses' working conditions.

Three-way consultation

The Tripartite Consultation (International Labour Standards) Convention, 1976 (No. 144) provides for tripartite consultations within each member State at the various stages of the process toward ratification and implementation of ILO Conventions and Recommendations generally. Employers and workers - the most representative organisation enjoying the right of freedom of association - would be represented on an equal footing in the consultative procedures.

The Tripartite Consultation (Activities of the International Labour Organisation) Recommendation, 1976 (No. 152) suggests the extension of these consultations to national action connected with other ILO activities including technical co-operation and the follow up to resolutions adopted by the general conference or by other bodies, such as industrial committees.

Progress on standards

The conference welcomed the continuing efforts to ensure compliance with ratified Conventions in member countries.

The 94 cases of progress reported by 55 countries, which changed their law or practice as a result of earlier comments by the ILO, brought the number of such improvements over the past 13 years to more than 1,000.

However, the Conference also discussed problems that had arisen in 48 countries. It observed that 16 countries had not supplied required information this year.

It expressed grave concern at continuing problems in two other countries: Burma, concerning Convention No. 87 on freedom of association, and Chile, on Convention No. 111 on discrimination in employment. There had been continued failure to implement these standards fully, the Conference said. It asked both countries to supply full information on the measures they take to ensure compliance.

The Conference Committee on the Application of Conventions and Recommendations drew attention to problems of implementation of specified ILO standards in Ethiopia, Haiti, Indonesia, Liberia, Philippines, Tanzania, Uganda, USSR, Uruguay and Paraguay. It asked their governments to make every effort to ensure that real progress is achieved by next year.

Apartheid

The conference took note of the ILO's Twelfth Special Report on the Application of the Declaration concerning the Policy of Apartheid of the Republic of South Africa, which reviewed recent developments in the labour and trade union situation there. It included figures showing that White South Africans' income per head averaged about 14 times more than that of Blacks in 1973.

Resolutions

So that the conference could concentrate on its agenda, three resolutions were referred to the ILO Governing Body without discussion in the Resolutions Committee and without any endorsement by the conference. They concerned human rights and trade union freedoms in Chile; professional and similar workers; and protection of human rights and trade union freedoms in the undertaking, the economy and society.

Pollution, noise and vibration

Most work processes entail the use of products or materials that are likely to release vapours, gases, dust or fumes that may present health hazards. A high noise level is harmful to the hearing and can affect the psychological state of the human being. Vibration and mechanical shock also affect the whole body, or parts of it.

The conference focused on atmospheric pollution, noise and vibration when it began work on standards for protection of the worker against occupational risks.

It drew up proposed conclusions for a Convention and a Recommendation for adoption next year after further consultation.

Delegates felt that the proposed Convention should aim at covering all sectors of economic activity, though particular ones could be excluded, after consultation with employers and workers, where special problems arise.

National laws and regulations should make employers responsible for compliance with prescribed measures, and should oblige workers to comply with safety procedures.

Competent authorities should set criteria for determining the hazards of exposure to atmospheric pollution, noise and vibration in the working environment and, where appropriate, specify limits which should be revised regularly in the light of current knowledge.

Nurses' employment problems

Preliminary conclusions drawn by the conference included the view that nurses should be able to refuse to perform specific duties where performance would conflict with their religious, moral or ethical convictions, provided they inform their supervisor in good time and are satisfied that nursing care is ensured.

If this clause is retained by next year's conference, which is due to hold a second and final discussion of nurses' employment problems, it will be the first time that such a conscience clause has featured in an ILO standard.

The proposed conclusions adopted this year as a basis for further consultation on next year's standards cover the whole range of employment problems facing nursing personnel including; policy concerning nursing services and nurses; education and training; practice of the nursing profession; participation; career development; remuneration; working time and rest periods; occupational health protection; and social security.

On working time, the conference felt that nurses' normal weekly hours of work should not be higher than those set in the country concerned for workers in general; normal daily hours of work should be continuous and not exceed eight hours, unless there are collective agreements to the contrary; and that the working day, including overtime, should in no case exceed 12 hours.

Steps should be taken to bring nurses' weekly rest to 48 hours, where this is not already the case, and it should in no case be less than 36 uninterrupted hours.

To settle problems that might arise over nurses' employment and working conditions, the proposed conclusions said, their representative organisations should be afforded appropriate joint machinery, such as mediation, conciliation and voluntary arbitration, "with a view to making it unnecessary for nursing personnel to have recourse to such other steps as are normally open to organisations of other workers in the defence of their legitimate interests."

Draft amendments on structure

The conference passed to the Governing Body changes proposed by its Committee on Structure providing for regular reports to the conference by the Governing Body, for conference discussion of the programme and budget and for giving the conference a voice in fixing its own agenda.

The conference agreed that at an appropriate time the Constitution and Standing Orders should be amended to provide for conference approval of the Governing Body's appointment of the Director-General.

It agreed also that at an appropriate time further consideration should be given to the statement that the general conference is the main body of the organisation.

It was agreed to re-establish the Working Party on Structure for a further year. The mixed Governing Body-Conference Working Party would consider a number of other items, including the composition of the Governing Body.

Nomination of New Members of the Panel of Consultants on Co-operation

As early as 1922, Albert Thomas was authorised to set up, within the ILO, a Correspondence Committee on Co-operation, which met for the first time in 1923. The Committee, composed of experts from various countries, did not meet regularly, but as the need arose. In 1931, it was transformed to become the "International Committee on Inter-Cooperative Relations". This Committee was not an official body of the ILO, but its meetings were held within the premises of the Office, the ILO Co-operative Service acting as its secretariat, and it was presided over successively by three Directors of the ILO: Albert Thomas, until May 1932, Harold Butler from 1932 to 1938, and John Wynant from 1939 to 1941. It was set up as a joint committee half of whose members were appointed by the International Co-operative Alliance and half by the International Committee on Agriculture. It was responsible for furthering the development of moral and economic relations between agricultural and consumer co-operatives and its purpose, in addition, was to act as a liaison body between the co-operative movement as a whole and international institutions, especially the Economic Organisation of the League of Nations, the International Labour Office and the International Institute of Agriculture (precursor of the FAO).

The Committee was unable to meet between 1939 and 1945. Rather than having it set up again, in its old form, that is without an official status, the Co-operative Service of the ILO succeeded in obtaining that, as a result of the decision taken by the Governing Body of the ILO, at its 98th session in 1946, an Advisory Committee on Co-operation be set up. This was no longer a Committee outside the ILO but one of its official bodies. Its task was to keep the ILO informed of the experience of co-operative organisations and their views on the ILO's competence in the field of co-operative legislation, statistics, the organisation of movements, co-operative education and training, inter-cooperative relations, etc. At its first meeting, from 17 to 22 october 1949, the Committee drew up a number

of resolutions calculated to help the ILO to prepare and carry out a plan of future action to promote co-operative movements in developing countries.

In accordance with the decisions adopted by the Governing Body of the ILO, during its 122nd and 123rd Sessions in 1953, the Advisory Committee was transformed into a Correspondence Committee on Co-operative Questions, whose twelve experts met in Geneva from 30 November to 5 December 1953. The agenda of that meeting was devoted to the practical action by the ILO in the field of technical assistance, the problems involved in co-operative legislation, the organisation and operation of governmental co-operation services, and inter-cooperative relations.

During its 140th Session in November 1958, the Governing Body of the ILO decided to do away with all correspondence committees and to replace them by panels of experts having the same terms of reference as the former committees. At its 147th session in 1960, it decided that the panel of experts on co-operation would be composed of thirty members "drawn from the various regions and be so elected as to cover broadly the principal types of co-operatives and to ensure the availability on the Panel of expert knowledge and experienc in regard to various problems of co-operative organisation (e.g. legislation, administration, management, education and training, research)". The Panel's primary function would be "to keep the Offic informed of important developments relating to co-operatives, to provide additional information to the Office on basic trends in the co-operative field, and to assist the Office, on request, to reply to specific questions on co-operative problems".

During the Panel's meeting in 1962, the experts made concrete proposals about the respective roles of the ILO and governments in the promotion of co-operative movements. Their work led to the adoption by the International Labour Conference, in 1966, of Recommendation No. 127 on the role of co-operatives in the economic and social development of developing countries, followed by resolutions adopted by the General Assembly of the United Nations on 20 December 1968 (No. 2459, XXIII), by the Economic and Social Council (Nos. 1413 (XLVI) of 6 June 1959, 1491 (XLVIII) of 26 May 1970, and 1668 (LII) of 1 June 1972) and by UNESCO (14 November 1970) and UNCTAD (15 May 1972).

In 1968, the experts examined the problems arising from non-conventional forms of co-operatives, the role of co-operative develop ment enterprise centres, and the research and publication programme of the ILO in the field of co-operatives.

The term of office of the members of the Panel having expired, the Governing Body of the ILO decided, in 1975, to renew the Panel memberships. At its 200th session, in May-June 1986, the Governing Body accordingly approved the new list of members of the Panel, as shown below in alphabetical order:

Mr. B.K. AL-GILGAWI (Iraq), Director-General of Co-operation, Ministry of Labour and Social Affairs.

Mr. A. AOUCHICHE (Algeria), Director-General, National Directorate of Co-operatives.

Mr. A.C. ARRUDA COMARGO (Brazil), President, Central Co-operative of Campinhas.

Dr. J.C. BASANES (Argentina), Consultant, Inter-cooperative Council of Argentina.

Mr. T. BAVIN, General Secretary, International Federation of Plantation, Agricultural and Allied Workers.

Mr. S.A. BULEGI (Tanzania), Assistant Commissioner of the Ujamaa Co-operation Department and Head of Policy Development Research Section, Prime Minister's Office.

Mr. A. CARLSSON (Sweden), Director, Swedish Co-operative Centre.

Mr. A. COULIBALY (Ivory Coast), Director, National Centre for the Promotion of Co-operative Enterprises (CENAPEC).

Prof. B. CRUZ-BRENES (Costa Rica), Executive Director, National Institute for Co-operative Development (INFOCOOP).

Mr. C.V. DEVAN NAIR (Singapore), Secretary-General, Singapore National Trades Union Congress.

Mr. R.C. DWIVEDI (India), Executive Director, National Co-operative Union of India.

Mr. M. EL ABD (Egypt), President, General Agricultural Co-operative Organisation.

Mr. J. HANSEN (Federal Republic of Germany), Vice-President (National) German Co-operative and Raiffeisen Union.

Mrs. Olga HORSIA (Romania), Director, Methodological Centre for the Production and Creation of Popular Art and Handicrafts; member of the Executive Board, Central Association of Handicraft Co-operatives (UCECOM).

Mr. G. HOYTE (Guyana), Registrar of Co-operatives, Ministry of Co-operatives and Community Development.

Mr. A. JAVANSHEER (Iran), Under-Secretary for Rural Co-operatives and Credit, Ministry of Co-operation and Rural Affairs.

Mr. A.S.M. KASALE (Botswana), President, Botswana Co-operative Union.

Mr. V. KHORIN (USSR), Rector, Moscow Co-operative Institute.

Dr. A. LAIDLAW (Canada), Consultant on Co-operatives, Canada International Development Agency (CIDA) and Canadian Co-operative Organisation.

Mr. J.L. LARRABURE (Peru), Deputy Director-General, National Committ of Social Property (CONAPS).

Pastor E.T. LATUNDE (Nigeria), President, Co-operative Federation of Nigeria.

Mr. J. MACDONALD (Canada), Executive Secretary, National Labour Co-operative Committee.

Mr. F.S. OWEN (United States), Director of International Programmes, Co-operative League of the United States.

Dr. J. PAL (Hungary), Chief of Department, National Association of Co-operatives, and Secretary, National Co-operative Council.

Mr. C. PEDERSEN (Denmark), Secretary-General, Central Co-operative Committee of Denmark.

Mr. W.W. RAWLINSON (Australia), Executive Officer, Co-operative Federation of Australia.

Mr. M. RODRIGUEZ (Colombia), Superintendent, National Superintendenc of Co-operatives.

Dr. O. SACAY (Philippines), Underssecretary for Co-operative Develop ment, Department of Local Government and Community Development.

Mrs. M. SHAUKAT ALI (Pakistan), Adviser on Co-operatives (Joint Secretary), Ministry of Food, Agriculture and Rural Development (Agriculture Wing).

Mrs. B.R. SWIOSTEK (Poland), International Service Director, Supreme Co-operative Council.

Mr. H. TOGAWA (Japan), Managing Director, Institute for the Development of Agricultural Co-operation in Asia (IDACA).

Prof. C. VIENNEY (France), Assistant Professor, Education and Research, University of Paris I, Director of Studies, Co-operative Research Centre.

Mr. D.L. WILKINSON (United Kingdom), General Secretary, Co-operative Union Ltd.

Mr. Y. YAKIR (Israel), Registrar of Co-operative Societies, Co-operative Department, Ministry of Labour.

Mr. B.J. YOUNGJOHNS (United Kingdom), Adviser on Co-operatives, Ministry of Overseas Development.

Singapore

FAIRDEAL Book Co-operative Ltd.

In 1974, from January 10th to February 11th, the Consumers' Association of Singapore (CASE) carried out a survey to determine the feasibility of launching a book co-operative.

The results of the survey clearly showed that, with the rising of prices and profiteering in many sectors of the book trade, it was necessary to start a book co-operative. Such a co-operative had already been set up by a tertiary institution in order to assist students in obtaining text books at low cost, but the rest of the population was not given the same facility. Because of the gradual decrease of illiteracy among the Singapore population, there is a greater need for books at cheaper prices and one of the major reasons which hinder the development of the habit of reading is the high prices of books: potential readers are deterred by the unreasonable soaring of prices.

In addition, the impact of the annual bill for school books amounting to as much as 50 to 100 Singapore dollars for two children is borne with difficulty by any family, and the burden is even more difficult to face in the case of the lower income groups, which make up the majority of the membership of the NTUC.

After studying the major obstacles facing a co-operative venture (especially the problems of dead stocks, over-stocking and understocking), the best way to run a bookshop on commercial lines, the methods to be adopted (i.e. buying books or purchasing them on consignment, being or not a direct agent of publishers in the United Kingdom or the United States), the promoters decided to start on a small scale and act as a stabilising factor in the market for textbooks sold to school children.

CASE, with the assistance of the Ministry of Education, made a study of seven bilateral secondary schools with the intention of starting a pilot book co-operative project to service these schools. The schools were chosen because of their large student population of more than 18,000 students, and their principals supported the idea of a book co-operative.

The constitution of FAIRDEAL was drawn up and its objectives were spelt out.

- The buying, storing, making, selling, distributing or otherwise dealing with books, writing materials and implements, calculators and educational aids on a co-operative basis.

- The establishing and operating of such schemes and facilities as may be reasonable and practicable for the conduct of the business and affairs of the society.

- The promoting and obtaining of savings and other benefits for the members of the society through the conduct of wholesale and/or retail business of the society.

- The encouraging of thrift, selective spending, mutual co-operation and self-help among the members.

A working capital of 184,935.23 dollars was obtained from the NTUC to get the co-operative going. Besides this, support from affiliated unions joining as institutional members and ordinary members of the co-operative made up the balance capital required for its smooth running. The membership of the co-operative comprised NTUC, the founder member, 25 institutional members, affiliated unions and co-operative societies, with 14,900 shares, and 126 family members with 296 shares. The cost per share was 5 dollars. Total paid-up share capital was 75,980.00 Singapore dollars.

FAIRDEAL began business officially on the 9th of December 1974, with one central bookshop in Toa Payoh and bookshops in seven secondary schools (Maju, Toh Tuck, New Town, Serangoon Garden, Dunearn, Thomson and Bukit Ho Swee).

By the end of 1975, the co-operative had grown to double its retail outlets.

The Central bookshop at Toa Payoh expanded to double its size. In addition bookshops were established in 8 additional schools viz. East Payoh, Ghin Moh and Mei Chin secondary schools, and MacRitchie, Mei Chin, Corporation, Braddell and Henderson primary schools.

Since FAIRDEAL began its operations, the turnover has exceeded 1.5 million Singapore dollars. Deliveries are made to the school bookshops and bulk purchase customers in a mini-van owned by FAIRDEAL.

Apart from sales at the bookshops in Toa Payoh and the schools, affiliated unions, NTUC Co-operatives and other organisations have been purchasing in bulk stationery requirements from the co-operative.

The bulk of the permanent staff of 32 is composed of retrenched workers recommended to the co-operative by unions affiliated to NTUC.

During rush periods, sales personnel are employed on a part-time basis, and are mainly retrenched workers seeking jobs.

FAIRDEAL intends to expand its operations by setting up bookshops in new schools being built by the Ministry of Education. In addition, FAIRDEAL is willing to take over any bookshop giving poor service to the students.

The co-operative is also looking into the possibility of obtaining premises in the Central Business District, preferably within the book trade area in the city and Queenstown so as to offer competitive book prices to consumers.

The general reading trade has not been fully tapped by the co-operative. Once this is done, consumers can be assured of fair prices and easy availability of books.

UNCTAD

The proceedings of the Fourth (1) Session of the United Nations Conference on Trade and Development (UNCTAD), held in Nairobi (Kenya), from 3 to 31 May 1976, culminated by the adoption, without dissent from any of the 153 participating countries, of a series of Resolutions, the most important of which being Resolution 93(IV) concerning the "Integrated Programme for Commodities".

This programme includes, inter alia:

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(1) Previous sessions of the Conference were held in Geneva (Switzerland) in 1964, in New Delhi (India) in 1968, and in Santiago (Chile) in 1972.

- the organisation, as from 1 September 1976, of preparatory meetings for international negotiations on individual products (1); these meetings should complete their work no later than February 1978;

- the convening of a negotiating conference open to all members of UNCTAD on a "common fund", no later than March 1977, with a view to regularising prices of raw materials.

For the first time, an agreement was reached, in spite of some differences of views expressed as to the implementation of a programme aiming at encouraging both producers and consumers of commodities to negotiate between them the modalities for organising and improving market structures of certain raw materials of particular interest to developing countries.

The modalities, procedures and time-table of the Programme, as established, should allow producers to obtain fair and remunerative prices without endangering the stability of world economy. However, the objectives and the modalities of the common fund set up to harmonize stocking policies still remain to be determined. These problems will be discussed during preparatory meetings to be held prior to the Conference in March 1977.

In spite of the difficulties encountered up to the last days of the Conference, there was a general consensus on the necessity to set up a new international economic order which led not only to the adoption of the resolution concerning an "Integrated Programme on Commodities" but also to resolutions concerning

- debt problems of developing countries: Resolution 94(IV) requested the convening of an intergovernmental group of experts to examine prior to the 1977 session of the Trade and Development Board, what measures could be taken by developed countries with a view to relieving developing countries from debt service difficulties, with particular reference to the most seriously affected countries, and to provide guidance in future operations relating to debt problems as a basis for dealing flexibility with individual cases;

- multilateral trade negotiations, trade negotiations between countries with different economic and social systems, iter-related and mutually supporting measures for expansion and diversification of exports of manufactured and semi-manufactured products of developing countries: Resolutions 91(IV), 95(IV) and 96(IV) recommen

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(1) Banana, bauxite, cocoa, coffee, copper, cotton and cotton yarns, hard fibres and products, iron ore, jute and products, manganese, meat phosphates, rubber, sugar, tea, tropical timber, tin, and vegetable oils, including olive oil and oil seeds, among others, it being understood that other products could be included.

- the concrete and expeditious application of measures providing more favourable conditions to developing countries, consistent with the Tokyo Declaration of 14 September 1973 according to which multilateral trade negotiations should afford special treatment to least developed countries;

- that socialist countries of Eastern Europe and developing countries extend the practice of concluding medium- and long-term co-operation programmes in specific areas of trade, industry, science and technology; that socialist countries of Eastern Europe should promote an increase of exchanges with developing countries; reduce and, whenever possible, eliminate their tariff barriers on imports from developing countries; to expand and improve their schemes of generalised preferences with respect to the products of vital importance for developing countries and provide these countries with increased assistance. A consultative inter-governmental group of experts should be convened not later than the first half of 1977, to evaluate the results of the consultations carried out by the Secretary-General of UNCTAD with the countries members of the Council for Mutual Economic Assistance and the CMEA secretariat, in order to identify trade opportunities in favour of developing countries resulting from the implementation of various multilateral schemes by the CMEA member countries;

- that developed countries should further implement, in favour of the developing countries, other non-tariff measures of a preferential character on a non-reciprocal and non-discriminatory basis in accordance with the modalities of their foreign trade system in order to increase the volume of imports from developing countries, especially in processed and semi-processed forms; to undertake appropriate studies on tariff reclassification with a view to facilitating liberalisation for the products of the developing countries; and at the same time, take the necessary steps to help developing countries improve their capability to supply exports of manufactured and semi-manufactured goods;

. the measures of support by developed countries and international organisations for the programme of economic co-operation among developing countries: Resolution 92(IV) urges developed countries and the United Nations system to provide, as and when requested, support and assistance to developing countries in strengthening and enlarging their mutual co-operation. To this end, developed countries should launch new programmes, carry out market studies, provide financial support, facilitate in every way possible the conclusion of separate sales contracts, provide technical support for the establishment of financial markets, consider the expansion of existing, and the creation of new export credit finance and guarantee schemes. The Resolution further urges that developed countries should abstain as appropriate from adopting measures or action which could adversely affect the decisions of developing countries in favour of the strengthening of their economic co-operation and the diversification of their production structures;

- the strengthening of the technological capacity of developing countries: Resolution 87(IV) on this matter, as well as Resolutions 89(IV), concerning an intellectual code of conduct on transfer of technology, and 88(IV), on industrial property, recommend, in addition to the measures formulated for an increased co-operation in the fields of transfer of technologies and of specific technical and financial assistance, that necessary steps be taken to counteract the exodus of trained personnel; the work on a draft code of conduct for the transfer of technology be accelerated with a view to completing it by the middle of 1977 at the latest; the revision of the Paris Convention for the Protection of Industrial Property be carried out in order to eliminate abuses of patent rights; to introduce forms of protection of inventions other than traditional patents as well as to provide developing countries with an expanded access to and better utilisation of patent documentation; and, finally, to carry out an in-depth review of the provisions on trade marks;

- the role and functions of UNCTAD within the process of restructuring the United Nations system: Resolution 90(IV) reaffirms the necessity to strengthen its own effectiveness in order to enable it better to fulfil its functions and to increase the financial resources placed at its disposal; it recommends that the next (fifth) session of UNCTAD conference be held not later than three years after the fourth session, and that the Trade and Development Board should meet at ministerial level every two years between sessions of the Conference; requests the establishment of Committee on Economic Co-operation Among Developing Countries; further requests the Trade and Development Board to introduce greater flexibility into its operations and those of its subsidiary bodies and to improve and, as necessary, expand existing procedures within the framework of UNCTAD for intergovernmental consultations and negotiations.

Whereas all previous resolutions were adopted without dissent, the resolution concerning transnational societies and the increased trade of manufactured and semi-manufactured goods was adopted only by 84 votes in favour, 0 against and 16 abstentions. This last Resolution 97(IV) requests transnational societies to reorient their activities in developing countries towards a more advanced processing locally of existing raw materials, to take appropriate measures to strengthen the participation of national enterprises in developing countries in the activities, that developing countries should strengthen the participation of their national enterprises in the activities carried out by transnational societies on their own territories, and that specific rules should be set for the control of the activities of transnational societies which endanger the import and export trade of manufactured and semi-manufactured products of developing countries.

From both the economic and political viewpoints, it can be said that this session of the conference has marked a turning point.

On several occasions, during the proceedings, the debates came close to failure, but there was a general desire for consensus which showed the importance attached by both groups of countries - those producing raw materials and those consuming these materials - to the building-up of mecanisms to regulate their trade negotiations.

✡

International Directory

International
Monetary

Bulgaria

General Information

People's Republic

Capital: Sofia (population in 1973: 946,305)

Administrative organisation: 28 districts (Blagoevgrad, Burgas, Gabrovo, Haskovo, Kalarovgrad, Kiustendil, Kardzali, Lovech, Mijailovgrad, Pazardzik, Pernik, Plovdiv, Razgrad, Ruse, Silistra, Sliven, Smolian, Sofia Province, Sofia, Stara Zagora, Tolbujin, Targoviste, Varna, Veliko Tirnovo, Vidin, Vratsa, Yambol).

1,258 communes: 214 urban and 1,044 rural (1975)

Surface area: 110,548.6 sq. kms (excluding territorial waters and border rivers)

Currency: Lev = 100 stotinki (April 1976: 1 lev = 1 US dollar)

Population (1)*: (in thousands). Density in 1975: 78 inhab. per sq. km.

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(1) General note: Data followed by an * are extracted from the Manual of Statistics 1976 published by the General Statistical Office of the Ministry of Information and Communications of the People's Republic of Bulgaria. Attention is drawn to the fact that the data for 1975 are preliminary and might be modified in subsequent publications of the Central Statistical Office. With respect to money values used, it is specified that absolute values given are represented at current prices and that relative values are calculated on average population figures.

ROUMANIE
Danube
SILISTRA
VIDIN
TOLBUJIN
RAZGRAD
RUSE
PLEVEN
MIJAILOVGRAD
VRATSA
VELIKO TIRNOVO
TARGOVISTE
KALAROVGRAD
VARNA
LOVECH
GABROVO
YOUGOSLAVIE
MER NOIRE
Sofia
PERNIK
SOFIA
SLIVEN
BURGAS
STARA ZAGORA
YAMBOL
KIUSTENDIL
PAZARDZIK
PLOVDIV
JASKOVO
TURQUIE
SMOLIAN
BLAGOIEVGRAD
KARDZALI
GRECE

Population * (in thousands)

	1900	1046	1956	1975
Total (1)	3,744	7,029	7,614	8,730
of which: men	1,909	3,517	3,800	4,357
women	1,835	3,512	3,814	4,373
of which:				
. in towns (2)	742	1,735	2,556	5,062
. in villages (2)	3,002	5,294	5,058	3,668
Natural growth			10.1 °/₀₀	6.3 °/₀₀

Global Economy (millions of leva)	1956	1960	1965	1970	1975
. GNP	6,020.0	10,310.1	15,976.5	26,243.0	37,086.2
. National income	2,744.7	4,488.8	6,635.6	10,527.4	14,324.9

In 1948, the national income, as in 1939, amounted to 1,613 millions of leva, of which 23.8 per cent were derived from industry (light and food industry representing 60 % of this amount), and 57.8 per cent from agriculture; 95.7 per cent of the population working in the national economy were engaged in the production of goods (8.3 per cent in industry and 85.6 per cent in agriculture). The average yearly per capita income was of 256 leva. In 1958 32.9 per cent of the active population were engaged in industry and 44.4 per cent (practically half of the 1948 figure) in agriculture.

Receipts and expenses of families grouped by social categories (workers, employees, co-operative farmers) in 1956, 1960, 1965, 1970 and 1975: see below Table 2: co-operative farms - number and income of members and workers.

AGRICULTURE

A. Infrastructure *	1956	1960	1965	1970	1975
Number of tractors (15 Hp)	24,283	40,309	66,423	93,742	136,000
Combined equipment of all types	4,118	8,390	12,093	16,810	23,380
Irrigated surfaces (thousands of ha.)	391.4	695.3	913.1	1,001.1	1,130
Fertilizers (active) (thousands of tons)	49	156	361	639	679
Insecticides, fungicides (tons)	8,548	9,849	12,902	12,032	24,375

(1) On the country's territory, according to respective censuses.

(2) In 1975, permanent population; for 1900 and 1946, effective population.

B. Surfaces and production *

	1956		1965		1975	
	1000 ha	1000 t	1000 ha	1000 t	1000 ha	1000 t
Wheat	1,374.8	1,717	1,144.9	2,921	820.1	2,742
Rye	143.8	133	46.2	52	16.5	18
Barley	259.0	343	371.6	876	573.9	1,704
Maize	791.4	1,956	554.7	1,238	664.2	3,025
Beans	85.2	93	62.8	43	59.5	70
Sunflowers	191.0	193	267.0	357	238.1	419
Cotton	95.6	40	45.9	38	26.5	32
Oriental tobacco	83.1	51	114.9	116	106.0	135
Sugarbeets	55.9	943	67.9	1,392	77.2	2,010
Tomatoes	10.0	372	21.4	775	27.2	578
Potatoes	27.8	212	36.6	285	30.0	324
Apples	28.2	313	47.8	299	38.9	309
Grapes (for table consumption)	21.0	78	51.5	426	36.4	191
Grapes (for wine)	153.3	322	140.1	790	159.8	551
Strawberries	3.0	19	4.3	17	4.8	15

STOCK BREEDING *

	1956 (in thousands)		1965 (in thousands)		1975 (in thousands)	
Bovine	1,529		1,450		1,656	
Buffaloes	243		127		69	
Pigs	1,468		2,408		3,889	
Sheep	7,596		10,312		10,020	
Horses	460		240		133	
Poultry	14,117		20,845		38,054	
Beehives	514		632		696	
Meat (1,000 tons)	266		464		659	
Milk (1,000,000 litres)	774		1,346		1,747	
Wool (1,000 tons)	15		26		34	
Eggs (millions)	838		1,449		1,845	
Honey (tons)	2,703		3,037		6,621	
Cocoons (tons)	2,467		2,387		1,733	

Economic relations with foreign countries *

(in millions of leva/currency)

		1956	1965	1975
a) Total exports		353.4	1,375.7	4,466.5
	Means of production	199.2	762.2	2,742.0
	Consumption goods	154.2	613.5	1,724.5
	Industrial products	299.0	1,194.3	4,251.0
	. non-agricultural origin	99.1	539.2	2,696.9
	. agricultural origin	199.9	655.1	1,554.1
	Unprocessed agricultural products	54.4	181.4	215.5
to	Socialist countries	307.0	1,092.6	3,581.6
to	Developed capitalist countries	35.6	217.9	420.8
to	Developing countries	10.8	65.2	464.1
b) Imports		293.8	1,377.9	5,154.7
	Means of production	269.1	1,206.6	4,601.0
	Consumption goods	24.7	171.3	553.7
from	Socialist countries	241.0	1,023.0	3,750.8
from	Developed capitalist countries	43.3	306.8	1,192.7
from	Developing countries	9.5	48.1	211.2

Chronological List of Co-operative Events*

1863 "Memleket Sandigi" (Danube), first credit associations organised by Midhat Pacha and considered to be at the origin of the Bulgarian Co-operative Bank (1903).

1878 Liberation of Bulgaria from Ottoman occupation after victory of Tsar Alexandre II at the Sipka Pass.

1890 (25 October) Beginning of the co-operative movement: founding at Murkovo by T.G. Vlaikov, the populist writer, of the Agricultural Thrift and Credit Association "ORALO" (Plough), first co-operative society in the Balkans.

1892 (1 November) Dimitri Blagoev sets up in Tirnovo a Press and Printing Co-operative (second co-operative society in the country) which will play an important social and political role and inspire the founders of the Workers' Co-operative Association "OSVOBOJDENIE" (1919).

1893 Establishment of a consumer co-operative in Razgrad.

1894 Consumer co-operative "The Tobacco Workers' Association" at Gabrovo.

1894 1903 Twenty-four "Mutual Aid Associations" (Raiffeisen type) are set up in villages to fight against usury.

1895 Handicraft co-operatives (one for tailors and one for shoe repairers).

1897 Agricultural co-operatives at Tservena-Voda and Stryklevo.

1898 Co-operative of the Raiffeisen type, the "Agricultural Credit Fund", at Liobenova-Makala.

1899 Yambol and Kasanlik co-operatives.

The workers co-operative association "RABOTNIK" (The Worker), administered by D. Blagoev, opens the first co-operative bakery at Plovdiv, which meets with tremendous success and even caters for the Sofia strikers.

Multiplication of agricultural co-operatives in villages of the Ruse District.

Consumer co-operatives in Yambol and Kazanlik.

1900 Consumer co-operative "Understanding", at Samokov.

1901 Consumer co-operative "Fraternal Work" in Sofia, and other consumer co-operatives in Sliven and other towns. Those of Krassen, Chtraklevo and Kochov rent land which is cultivated by their members, without remuneration, and the value of the harvest is paid into the co-operative fund, in spite of the opposition expressed by the Agricultural Bank of Bulgaria.

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* Certain important events mentioned in this chronological list concern the situation and the organisation of Bulgarian agriculture but are not strictly part of the history of the co-operative movement; they have nevertheless strongly influenced its development.

1903 (31 December) Law creating the "Agricultural Bank of Bulgaria", with an initial capital of 639,802,198 leva, for the purpose of granting loans to co-operatives towards which the authorities have become more favourable.

1904 The young bulgarian co-operative movement adheres to ICA and participates in the 6th Congress in Budapest.

1907 First Co-operative Law.

First Co-operative Congress.

Creation of the General Union of Agricultural Co-operatives of Bulgaria, 86 out of the 238 existing co-operatives become members.

1909 "The People's Shop", a consumer co-operative attached to the Agrarian National Union; together with the Central Trade Union, founded in 1919, it played an important role in the country's political life.

The General Union of Agricultural Co-operatives splits up and a second central union is created: the Central Union of Agricultural Co-operatives.

1910 Law organising (voluntary) insurance of cattle resting upon the principle of mutuality; one half of indemnities to every society is borne by the State.

Law limiting the activities of the Bulgarian Agricultural Bank and creating the Central Co-operative Bank responsible for the promotion and control of co-operatives.

1914 56 credit co-operatives sell supplies and consumer goods and market the crops of their members; they are at the basis of the trend which will gradually transform credit co-operatives into credit and consumer co-operatives and multi-purpose co-operatives, then, later, into consumer co-operatives.

Congress of Co-operatives and foundation of the Bulgarian Union of Agricultural Co-operatives, thus putting an end to the dissensions within the co-operative movement since 1909.

1915 Creation of the Central Union of Popular Bank, in Sofia.

1919 (1 April) Foundation in Sofia of the General Workers Consumer Co-operative "Ozvobozdenie" (Liberation), with Basile Kolarov and Georges Dimitrov elected as substitute members of the administrative board; "Ozvobozdenie" sets up a flour-mill in Pleven, organises the market-gardening production to keep Sofia supplied in vegetables and fruit, creates food industries (jams, pork butchery, dried fruit, etc.), a saw-mill, a publishing house etc. and will generally greatly influence the development of the co-operative movement. In 1921-22 the co-operative is able to supply 600 waggons of cereals to famine stricken Volga workers and peasants. By 1922, the co-operative will have reached a membership of 80,000 (twice as much as the membership of the co-operatives existing before 1914), it will have 165 affiliated societies, its assets will amount to 9 million leva and its turnover, to 100 million leva. By then, it will have become the most powerful co-operative organisation of the country.

1919 Establishment of the Central Co-operative "Napred" (Forward) which, by 1923, will group 65 consumer co-operatives with a membership of 50,000 and include lime production factories, dairies, oilworks and one of the most important flour-mill (Tcherven-Briag).

Central Union of Consumer Co-operatives, Sofia.

The Agrarian Popular Union creates the Agricultural Co-operative Bank, a central workers' organisation which aims at grouping the agricultural co-operative credit societies and trade unions, grant loans to co-operatives, markets their produce and creates the "Co-operative Wheat Syndicate", government agency for the purchase of cereals.

1922 Total membership of co-operatives: 445,000.

Creation of the first forest and fishery co-operatives.

Development of school co-operatives.

1923 Creation of the Union of Forestry Co-operatives in Sofia.

(9 June) Overthrow of the government. In September, the people's insurrection is crushed.

Dissolution of the Workers' Co-operative "Ozvobozdenie".

1924 Total membership of existing co-operatives: only 367,000.

Foundation of the co-operative "Bulgarska-Zakhar" (Bulgarian sugar).

1925 2,230 active co-operative societies, of which 1,424 agricultural credit co-operatives (covering also other activities).

Creation of the Union of Handicraft Co-operative Societies.

The National Co-operation Committee is set up as a result of the participation of Bulgarian co-operatives in the exhibition organised on the occasion of the 11th International Co-operative Congress (ICA) in Gand (September 1924): the central feature of the exhibition is a sculpture by Sarteel of a group of workers men and women, holding up a globe and representing the creative and constructive power of co-operation. The Committee sets up a co-operative documentation service, publishes a monthly review, organises in each locality a co-operative section to which all co-operators adhere. This Committee, the central co-operative organisation of the country, aims at the defence of the mutual interests of co-operative societies, at the coordination of their activities and at the organisation of co-operative publicity throughout the country.

Creation of the agricultural production co-operative "The Vegetable Production Co-operative" of Proslav; it remains active until 1937.

"Zadruga", Central Commercial Organisation of the People's Bank, Sofia.

Federation of Tobacco Co-operatives, Sofia.

1926 Total membership of co-operative societies: 419,000 (the figure is lower than that of 1923).

1928 The Union of Agricultural Co-operatives groups 936 agricultural credit co-operatives, 11 consumer co-operatives, 2 wine co-operatives, 3 production co-operatives, 1 livestock co-operative, 6 forestry co-operatives and 4 tobacco production co-operatives, with a total membership of 108,251 (of which only 5,693 women); agricultural workers make up for 85.36 per cent of this membership.

Founding of the Stralga agricultural production co-operative: it will remain active until 1935.

Establishment of a publishing co-operative in Pleven.

1929 Over 350 co-operative shops sell current consumer goods to members and non-members.

Creation of several unions for the marketing of agricultural produce (in particular cereals), the export of which is the responsibility of the Union of Agricultural Co-operatives.

Important role of the Central Union of People's Banks and of the Central Bank organisation "Zadruga".

1931 Union of Co-operative Banks, Sofia.

The growth of the co-operative movement follows the same trends as that of the workers' movement.

A co-operative central "progressive" directorate is set up to fight against the democratisation of co-operatives.

1933 First issues of the journal "Cooperativna Tribouna" sponsored by the "progressive" directorate set up in 1931.

1934 After the "coup d'Etat" of 19 May, the freedom of action of co-operatives is further restricted. There were 2,142 co-operative societies (mostly multi-purpose), with a total membership of 523,720, with reserves amounting to 2,111 million leva, savings amounting to 2,800 million leva, and loans amounting to 3,800 million leva had been granted. Co-operative shops marketed 30 to 40 per cent of the total agricultural production. Imports by co-operatives totalled 1,550 million leva, and the sales on the home market, 521 million leva. There were 1,509 agricultural co-operatives, with a total membership of 260,000, the 285 people's banks totalled 184,285 members, the 220 forest co-operatives handled 820,000 cubic metres of timber, the 57,611 members of tobacco co-operatives produced 41.5 per cent of the total tobacco production.

The Bulgarian Agricultural Bank anf the Central Co-operative Bank merge to form the "Agricultural and Co-operative Bank", which acts as tutelage for co-operatives.

1935 Visit of Henry May, Secretary-General of the ICA, to defend the cause of the co-operatives affiliated to the Alliance.

1936 "Napred" groups 68,000 members (figure lower than that of "Ozvobozdenie" in 1923).

Strengthening of the control over co-operatives.

1937 The National Co-operation Committee embodies the Central Co-operative "Napred", the Union of People's Banks, the Insurance Co-operative Society

for Bulgarian Civil Servants, the Union of Co-operative Banks, the Mutual Insurance Fund for Bulgarian Elementary School Teachers, the Central Federation of Tobacco Co-operatives, the Bulgarian Agricultural Society, the Union of Production Co-operatives, the Central Pharmaceutical Co-operative and the Central Co-operative Dentists Society. The Committee groups 370,000 members (70 per cent of the total co-operative membership). The meetings organised by the Committee and its district sections bring together 40,000 participants. The National Committee participates in the creation of the Yugoslavo-Bulgarian Co-operative Institute which organises the economic collaboration between the co-operative movements of both countries.

1937-1948 Setting up of the first modern agricultural production co-operatives in Tervel, Khanovo and Vesselinovo (district of Yambol).

1939-1944 Setting up of agricultural production co-operatives in the districts of Pleven, Vratza, Ruse, Lovetch, Tolbujin and Sofia.

A great number of co-operators participate in the Resistance Movement.

1944 (9 September) Accession of the people's power.

At the end of the year, there are 4,114 co-operatives grouped into 22 unions, of which 2,606 are multi-purpose co-operatives (218 in towns and 2,388 in rural areas), representing 63,9 per cent of the total number of co-operatives and 40.2 per cent (700,000) of a total membership of 1,625,515; they provide credit, are responsible for the supply, processing and marketing of goods. In addition there are some specialised co-operatives and 29 co-operative farms with 1,677 members cultivating 4,031 hectares of land.

1945 (April) Legislative decrees setting up co-operative farms (CF) and farm machinery and tractor stations (MTS) organised either on a co-operative basis or as State enterprises.

Creation of the first five MTS.

Foundation of the Higher Agricultural Institute "V. Kolarov" in Plovdiv.

At the end of the year, there are 207 joint labour sections attached to agricultural credit co-operatives.

During the year, 1,153 co-operative societies are established, which brings the total number of co-operatives to 5,218, with a membership of 1,934,370.

1946 The law on global income tax grants a reduction of 25 per cent to co-operative farms.

Agrarian Reform Law: 127,000 hectares of land are distributed to 128,000 peasant families, and 100,000 hectares are kept for State holdings.

At the end of the year, there are 444 joint labour sections (15 in towns and 429 in villages) 73 of which remain independent and 371 are attached to agricultural credit co-operatives.

On 31 December there are 6,059 co-operatives with a total membership of 2,031,826.

1947 First national Conference of Co-operative Farms.

1947 Following the installation of State monopolies, reorganisation of the co-operative movement into three sectors: co-operative farms, consumer co-operatives and handicraft co-operatives; the 20 existing unions merge into one "Central Co-operative Union" (founded on 1 April 1947), the only organisation affiliated to ICA.

1947 Creation, within the Ministry of Agriculture and Food Industry, of the Union of State Farms.

Consumer co-operatives step into the public food catering sector (restaurants, canteens, cake-shops, etc.).

"Napred", associated to "Vedoma", holds 55 restaurants and canteens in Sofia.

(17 June) The first co-operators' committees are attached to co-operative shops.

543 co-operative farms, with a total membership of 48,827, cultivate 183,740 hectares.

1948 (February) Decree making it compulsory to sell all privately owned agricultural machinery to the State.

(March) Law amending the decrees of 1945: the State becomes the sole owner of tractors and agricultural machinery; decree modifying that of 1945 concerning co-operative farms (all livestock and durable plantations so far the property of members of co-operative farms are to be handed over to the State).

At the end of the year: there are 71 farm machinery and tractor stations with 55 tractors each.

(December) The National Assembly adopts a law abolishing the share-cropping system.

1949 First Five-Year Plan (1949-53) which will effectively be achieved within 4 years (1949-52).

Creation of the Co-operative Council.

(October) Order of the Cabinet Ministers instituting the payment in kind for services rendered by the farm machinery and tractor stations.

The Faculty of Agronomy is separated from the University of Sofia and becomes the Academy of Agriculture composed of 4 faculties: agronomy, zootechnology, forest cultivation and veterinary medecine.

1950 Second National Conference of Co-operative Farms.

(13 March) Decree modifying the legislation concerning co-operative farms.

The farm machinery and tractor stations are entirely covered by the State's budget. At the end of the year, they each have 60 tractors, and will have carried out 22 per cent of the total work on the co-operative farms.

New fiscal law fixing a proportionate tax of 7 per cent of the gross income of co-operative farms, after important deductions have been made (60 per cent of the gross income exempted from taxes).

Total exemption of taxes during the year following the creation of a co-operative farm.

1951 (17 March) Handicraft production co-operatives, their activities having become industrial, separate from the "Central Co-operative Union" and

found the "Central Union of Handicraft Producer Co-operatives".

1952 Beginning of the consolidation of co-operative farms into holdings with an average 4,000 hectares of arable land.

Decree fixing the payment in kind for services rendered by farm machinery and tractor stations.

1953 (11 February) General Co-operative Law (amended in 1958 and 1968).

(December) Third National Conference of Co-operative Farms, by-laws of co-operative farms are amended. First co-operatives for invalids.

1954 First Housing Co-operatives.

1955 Consolidation of State farms.

(February) Fourth National Conference of co-operative farms: modification of by-laws and identification of basis for future development of co-operative farms.

End of land collectivisation process.

1956 Retiring pensions are granted to all workers members of co-operative farms.

1957 Fifth National Conference of Co-operative Farms.

Establishment of a central fund for retiring pensions of workers members of co-operative farms.

1958 (17 February) Decrees modifying the by-laws of co-operative farms under State management and amending the General Co-operative Law of 1953.

Practically all co-operative farms decide to abolish the system by which a pension is paid on the basis of personal contribution (This suppression was generalised in 1961).

Large-scale consolidation of co-operative farms (second phase of the agricultural development process).

1959 (until 1962) Certain co-operative farms in mountainous regions are transformed into State farms.

(29 April) Ordinance of the Cabinet abolishing the system of compulsory delivery of products from State enterprises and establishing a system of contractual purchasing at unified prices fixed by the State.

Establishment for members of co-operative farms of individual pensions and hereditary pensions in the case of work accidents.

Within the framework of the general reorganisation of the administrative and economic management of the country, restructuring of consumer co-operatives.

1960 Decree No. 334 of 30 September modifying the 1958 by-laws of co-operative farms.

1961 Further extension to members of co-operative farms of the pension scheme in case of work accidents, or invalidity following illness.

Creation of the Academy of Agronomic Sciences.

Credits granted by the State for a period of 8 years enable co-operative farms (except in mountainous regions) to buy up the equipment and tractors of 218 machinery and tractor stations.

1961 The machinery and tractor stations are transformed into repairing stations which will eventually be bought up by co-operative farms.

1963 New fiscal law: members of co-operative farms are to share the payment of global income tax owed by the co-operative farm.

Compulsion for co-operative farms to contribute to the State Co-operative Fund (also maintained by the State in order to assist co-operative farms victims for bad weather and unable to pay their members a minimum salary.

1964 Decree No. 579 of 1 October modifying the 1958 by-laws of co-operative farms.

1965 Co-operative farms: the assistance fund for co-operators unable to work and the cultural fund merge into one "Fund for social and cultural activities".

1966 Adoption of a new system for the management of national economy: the financial and management autonomy of individual enterprises is reinforced, material incentives for members of the co-operatives are increased and workers' participation in management is strengthened.

56 co-operative farms (on a total of 945) are transformed into State farms.

The Higher Institute "G. Dimitrov", of Sofia, becomes the Faculty of Agricultural Economy and Organisation.

1967 (March) Congress of Co-operative Farms, and modification of model by-laws concerning co-operative farms.

(June) Decree of the Presidium of the National Assembly establishing a social insurance scheme for members of co-operative farms and increasing individual pensions.

151 State farms dispose of 628,225 hectares of arable land.

Co-operative farms become affiliated to the Central Co-operative Union.

1968 Decree No. 771 of 17 October repeals the decree of 17.2.1958 (with the exception of Article 29), as well as article 14 of the General Co-operative Law of 11.2.1953.

1970 (April) Beginning of the third phase of the process of agricultural development: organisation of large complexes grouping co-operative farms and State farms (decision of the Central Committee of the Bulgarian Communist Party).

1971 (25 January) Decision No. 23: handicrafts co-operatives for the handicapped become members of the Central Union of Handicrafts Production Co-operatives.

(June) The Central Union of Handicraft Production Co-operatives merges with the Central Co-operative Union, which remains the sole national organisation of the co-operative movement (affiliated to ICA).

Legislation in force

General Co-operative Law of 11.2.1953, as amended in 1958 and 1968.

Rules of 1971 on co-operative organisation.

Legislative decrees of 1945 and model by-laws concerning co-operative farms, as amended in 1948, 1950, 1955, 1958, 1960, 1964, 1967.

Model by-laws concerning consumer co-operatives.

Model by-laws concerning interco-operative enterprises.

Model by-laws concerning handicraft production co-operatives.

By-laws concerning the Central Co-operative Union.

(Attention in drawn here to the importance of the social legislation relative to members of production co-operatives)

PUBLIC SERVICES IN CHARGE OF CO-OPERATIVES

State Planning Committee.

Ministry of Agriculture and Food Industry.

District and municipal people's councils.

State economic unions (reporting to the Ministry of Agriculture and Food Industry)

- "Irrigation systems" (hydraulic works and exploitation of irrigation systems)
- "Repair and maintenance of agricultural machinery" (distribution and manufacture of spare parts for agricultural equipment - repair of agricultural machinery)
- "Fodder industry" (manufacture of products for agriculture).

- "Cereals" (Zarneni Hrani)
- "Bulgarian Sugar" (Bulgarska Zakhar)
- "Bulgarian Tobacco (Bulgarski Tutuni)
- "Bulgarian Fruit" (Bulgarplod)
- "Wine Industry" (Vinprom)

} Purchase, processing and marketing of agricultural produce - supply State and co-operative farms

- "Rodopa" (purchase, fattening and sale of livestock, fodder).

Insurance State Institute.

National Bank of Bulgaria.

NATIONAL CO-OPERATIVE ORGANISATION

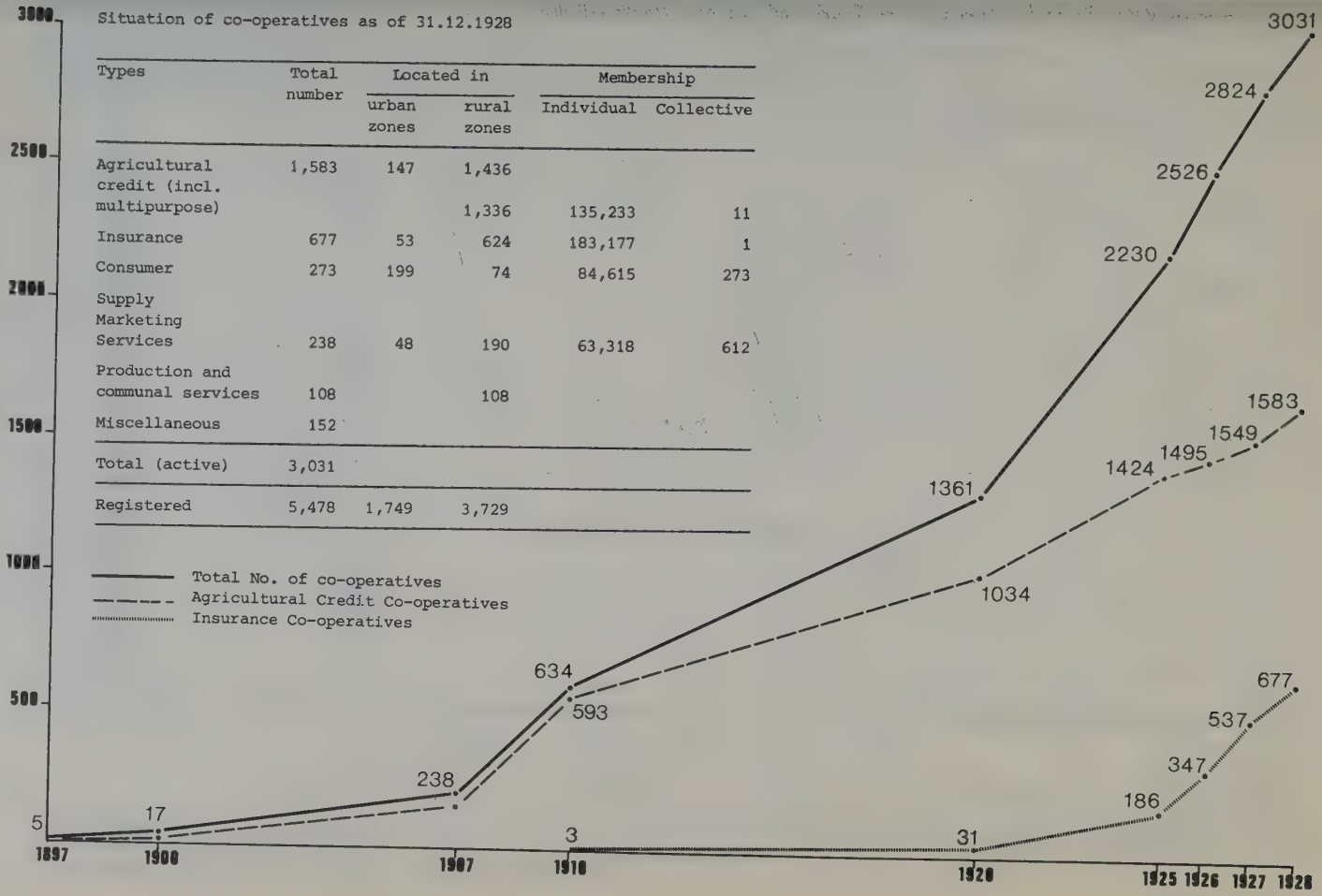
Zentralen Kooperativen Saĭuz (Central Co-operative Union)
rue Rakovsky 103, Sofia

F: 1947
A: ICA
O: "Narodna Kooperatsia"
"Bulgarian Co-operative Review"
"Revue coopérative bulgare"

28 district unions.

Situation of co-operatives as of 31.12.1928

Types	Total number	Located in		Membership	
		urban zones	rural zones	Individual	Collective
Agricultural credit (incl. multipurpose)	1,583	147	1,436		
			1,336	135,233	11
Insurance	677	53	624	183,177	1
Consumer	273	199	74	84,615	273
Supply Marketing Services	238	48	190	63,318	612
Production and communal services	108		108		
Miscellaneous	152				
Total (active)	3,031				
Registered	5,478	1,749	3,729		



CO-OPERATIVE FARMS AND AGRO-INDUSTRIAL COMPLEXES

Development of co-operative farms

Table 1: Number and surface area

	Number	Average surface per farm (ha)	Farm turned into co-op's		Surface cultivated by co-op's		Investments *	Long-term credits granted
			Number	% of total	ha	% of total	(in millions of leva)	
09.09.1944	29		1.677		4.031			
31.12.1944	110							
1945	382		14.362	3,1	145.670	3		
1947	549			3,8				
1948	1.100		124.064	11,2	292.382	6		4,1
1949	1.605					11,3		
1950	2.508					44,2		
1951	2.739		580.668	56,5	2.370.100	41,8		
1952	2.747	840						43,4
1953	2.742							
1955	2.747				2.318.400			
1956							62,6	114,6
1957	3.202	1.060			3.319.200			
1958	3.290	1.153	1.244.000		4.157.600	93,2		
1960	932	4.266					245,3	308,9
1962	1.023				3.920.900			
1963	981				3.720.600			
1964	945				3.672.300			
1965							242,0	458,4
1966	867	3.852			3.340.000(1)	69,3		
1967	867				3.332.100			
1968	857	3.874			3.381.000(1)	70		396,1 (2)
1969	857							
1970	744	4.395					365,4	
1973	725(3)							
1975							82,6	

* See general note at the beginning of this Directory concerning statistical data.

(1) On a total surface of approximately 4,830,000 ha. In 1968: 1,000,000 ha. were irrigated instead of 36,500 in 1944 (but 3,200,000 ha were irrigable).

(2) Of which 146.5 for buildings; 56.5 for land improvement; 70.6 for purchases of machinery; 54.1 for purchases of cattle; 64 for planting perennial crops; 4.4 for other means of production.

(3) Supplying over 75% of the total agricultural production (equipment: 121 351 tractors brought down to 15 h.p.)

Table 2: Co-operative farms: number and income of members and workers

	Number of families	% of agricultural families	Number of workers		Receipts and expenses in levas *					
					per family unit			per person		
					W	SE	FC(1)	W	SE	FC (1)
1944			1.700							
1947		4,4								
1948	79.000									
1949		14,3								
1950		48								
1955	553.000		1.137.000							
1956				R	1.432	1.699	1.187	409	466	273
				E	1.290	1.561	1.278	368	420	293
1957	1.017.000		1.652.000							
1960				R	1.852	2.208	1.853	545	594	463
				E	1.703	1.933	1.699	501	520	400
1962	1.166.000		1.492.000							
1963	1.122.000		1.429.000							
1964	1.076.000		1.345.000							
1965				R	2.227	2.345	2.248	619	708	595
1967 (2)				E	2.077	2.199	2.106	577	664	557
1970				R	3.258	3.521	3.292	911	1.065	908
1973 (2)				E	3.007	3.250	3.015	841	983	832
1975				R	4.200	4.480	3.820	1.200	1.345	1.240
				E	3.830	4.110	3.440	1.094	1.234	1.116

(1) W = workers - SE = salaried employees - FC = farmers members of co-operatives - R = receipts - E = expenditures
(2) In 1967, total membership was of 3,586,850 and in 1973, of 2,300,000.
* See general note at beginning of Directory concerning statistical data.

Table 3: Development of Agro-Industrial complexes (AIC) and industrial agricultural complexes (IAC) (3) *

		1971 (1)	1972	1973	1974
Number of AIC as of 31 December		170	170	160	153
Number of IAC as of 31 December		-	-	-	9
Number of	State Farms	158	156	144	130
	Co-operative Farms	662	679	535	462
	Specialised Undertakings	99	154	265	427
Average per AIC or IAC of					
	Arable land (in ha)	24.290,8	23.272,9	23.740,7	24,530,2
	Occupied persons (number)	6.609	6.635	6.507	6.524
	Tractors (equivalent to 15 h.p. - number)	485	510	584	652
Average annual salary per occupied person (in levas)		1.178 (2)	1.278 (2)	1.426	1.490

(1) In 1971, only 161 agro-industrial complexes were active; the above data relate.

(2) The global income tax is not included.

(3) These complexes cultivate 95% of the land and supply 95% of the total agricultural production (Bulgarian Co-operative Review, 1974, No. 3/6, p. 13). In 1975, there were 170 complexes each of an average surface of 26,000 ha.

* See general note at beginning of Directory concerning statistical data.

Table 4: Distribution of land in 1966

	Arable surface	% of total	Remarks
Co-operative farms	3.340.000	69,3	an average of 1,287 employees/ workers per farm
State farms	633.000	13,1	an average of 1,152 employees/ workers per farm
Farm holding belonging to			
• "co-operated" farmers	434.000	9	
• State institutions and others	240.000	4,6	
• Workers, employees, artisans	164.000	3,4	
• Farmers non-co-operators	24.200	0,5	
• Other private holdings	4.800	0,1	
	4.840.000	100	

Table 5: Development of State Farms of Machinery and Tractor Stations (MTS)

Year	Number of MTS	Number of State Farms	Average surface of State Farms in ha.	Total surface of State Farms in ha.	% of arable land
1945	5				
1947				20.800	
1948	71				
1949				56.000	
1951	115			94.000	
1952	140			110.000	
1955				190.000	
1956	184				
1957		49			4,8
1960	211	200	4.000	290.000	
1961	218				
1962	157				
1963	93 (1)				
1966	78	151	4.190	633.000	13,1
1968	70			630.000	
1969	61				
1970	57	156			16,3

(1) Repurchase by co-operative farms and transformation into repair stations.

PRODUCTION CO-OPERATIVES
(handicrafts and industrial)

Table 6: Development of production co-operatives

Nota: The Union, founded on 17.3.1951 was merged with the Central Co-operative Union in 1971 (See Chronological List of Co-operative Events above)

	1956	1960	1965	1966	1967	1968	1969	1970	1973	1975
Number		647	689	695	706	702	701		381	371
Membership (in thousands)		119	124	129	134	137,7	130		118	
Share capital (in millions)		52,8	101,3	113,3	122,3	139				
Reserves (in millions)		5,8	9,4	9,8	10,8	14				
Turnover (in millions)		120,6	190,9	222,3	242,5	274,4				
Service establishments										(1)
Undertakings*	896	631	645					644		350
Shops										(1)
Numb. of work./employees*	65.053	105.492	103.426					128.611		112.120
Labour productivity index (per industrial worker)*	100	119,3	156,6					205,9		274,0
Libraries										(1)
Art groups										(1)
% of services to the public							75		65	75
% of exported handicrafts goods							70		70	
Number of co-operatives for the handicapped							54			

*See general note at beginning of Directory concerning statistical data.

(1) Between 1970 and 1974, the co-operatives built 160 combined service centres, 120 specialised enterprises, 100 shops; they opened 350 libraries and organised 265 artistic companies (6,500 persons).

. Imports and exports of "Coopimpex" enterprise, in Sofia:

- Imports (in millions of leva) 1968: 0.1

- Exports (in millions of leva) 1966: 3; 1067: 4.6; 1968: 4.6

. Journal: "Co-operative Industry" (Trudovo Proizvoditelna Kooperatsia)

. Training Institutes and Courses:

- Permanent school at Berkovitza (30-day courses for groups of 60 participants)

- Courses in Varna (20-day course for 65 participants)
  in Banki (15-day course for 60 participants)

Consumer Co-operatives

Development of consumer co-operatives (See Table 7)

Footnotes of Table 7:

(1) In 1944: 4,000 co-operatives grouped into 22 district unions; reorganised in 1947 (see Chronological List of Co-operative Events above); in 1950, there were 4,560 consumer co-operatives; in 1957, 111 in towns and 1,770 in rural areas; in 1958, 1,844; in 1959, 1,692; suppression of the 98 regional unions, of the 12 district unions, of the 10 central units of the Consumer Co-operative Union and of the 7 societies affiliated to the regional unions; in 1962, there were 13,339 consumer co-operatives.

(2) 1952: 1,184,256; 1962: 1,815,000.

(3) 12 district commercial offices and 379 warehouses of the Central Co-operative Union which also supervised the activities of two undertakings "Mlekocoop" (milk and milk products) and "Iatzecoop" (eggs and poultry); furthermore there were 4,130 warehouses belonging to 93 consumer co-operative unions (their territorial competence did not correspond to the administrative divisions).

(4) In 1951: 10,000 retail shops and 4,000 restaurants; in 1957: 3,354 shops in towns and 8,756 in rural areas, i.e. 59,5 per cent of the retail commercial network in the country. The 6,712 restaurants, cakeshops, etc. represented 54.6 per cent of the total number of such enterprises in the country.

(5) In 1949: 352 million leva.

(6) The 5-Year Plan 1971-1975 provided for an average annual turnover of 2,075 million leva for retail trade, and 611 million leva for restaurants, i.e. a total of 11,800 million leva for the period, representing 30 per cent of the total turnover in both sectors at the national level.

(7) 293,000 tons of vegetables, 344,637 tons of milk (2,075,738 eggs between 1953 and 1957).

(8) In 1939: 10 per cent, in 1947: 33.5 per cent.

Table 7: Development of consumer co-operatives

	1957	1960	1961	1967	1969	1970	1971	1973	1974	1975
Number of co-operatives (1)	1.881	1.415	1.360	1.291	1.100	835		681	630	550
District unions	12	27		28						
Membership (in thousands) (2)	1.600		1.752	2.080			2.118	2.100		
Average membership per co-operative						2.490				
Shops: food							5.326			
of which specialised							2.640			
non-food							5.147			
of which specialised							2.840			
Multi-purpose shops							4.468			
Wholesale shops/warehouses	4.521(3)			68						
Total number of shops (4)	12.110			14.470	15.000		15.141	16.000		
Food catering units (4)	735			8.167	8.700		9.000	9.000		
Breweries-Cakeshops	5.257		5.346							
Production enterprises	29						18			
Value of production (in millions of leva) (5)			198,6	294	381,4					
Value of total sales (in millions of leva) (6)		758,3	840,3		1.487,3		(6)	2.348	(6)	(6)
Food catering: % of total sales			26,1		30,1					(6)
Purchase of agricultural produce (in thousands of tons)	(7)	393			820					
% of coop in national retail trade (8)	45,7		42,17		37				36	(6)
% of coop in bread-making								53		

Table 8: Development of the country's retail trade *

	1956	1960	1965	1970	1975
Total retail trade (millions of leva)	1,516.3	2,388.3	3,599.1	5,627.4	8,258.4
. food products	709.5	1,087.8	1,690.5	2,468.9	3,507.3
. non-food products	806.8	1,300.5	1,908.6	3,158.5	4,751.1
. in towns	1,034.5	1,644.0	2,520.3	4,111.2	6,416.6
. in villages	481.8	744.3	1,078.8	1,516.2	1,841.8

* See general note at beginning of Directory concerning statistical data.

. Imports and exports: "Bulgarcoop", (Central Co-operative Union), founded in 1961.

. Journals and Reviews: "Kooperativna Promishlenost"
"Kooperativno Zemedelie"

Training

. AGRICULTURE

- Schools of Pazardjik, Pleven, Varna and Sofia (courses of 6 months, and of 2 and 3 years).

- Central High School of Sofia (training and improvement of accountants for co-operative farms).

Over a period of 25 years, 23,000 specialists (engineers, veterinarians, economist) graduated from high schools (which include courses by correspondence).

65,000 medium level technicians (chiefs of brigades, heads of breeding farms, mecanics) were trained in secondary schools.

36,000 managers and qualified agriculturists were trained in professional schools (courses of 1 to 2 years).

125,000 tractor drivers were trained in elementary schools for tractor drivers, in people's universities, breeding and accountancy "clubs".

Between 1944 and 1969, over 800,000 persons were trained in schools of all levels and specialised courses.

Table 9: Education level of presidents of co-operative farms

	1953	1957	1969
Total	2,742	3,128	857
Certificated specialists	10	202	512
With secondary school certificate	46	391	206
Having followed special courses	295	823	52
Without certificate	2,683	-	87

- Industrial and handicraft production:

  Permanent school at Berkovitsa
  Courses in Varna and Banki

- trade schools (consumer co-operatives)

  Berkovitsa
  Blagoevgrad
  Bourgas (41 rue Tolbouhin)
  Haskovo
  Pleven
  Ruse (139 rue Hr. Smirnenski)
  Plovdiv (1 rue Atamas Samakovetza)
  Stara Zagora
  Varna (119 Boulevard Lenin)

Journals and periodicals

"Narodna Kooperatsia" (Central Co-operative Union)
"Bulgarian Co-operative Review" (Central Co-operative Union)
"Trudovo Proizvoditelna Kooperatsii"(Co-operative Industry)
"Kooperativna Promishlinost"
"Kooperativno Zemedelie"

1956 (3600) Kozoukhavov, K., Progressivnite traditsii na selskoto Kooperativno Dvizenie e Bulgarie, Sofia.

1956 (3603) Grigoroff, G., Réforme agraire et collectivisation de l'agriculture en Bulgarie. Paris, Fondation nationale des sciences politiques. Centre d'études des relations internationales, Section Europe de l'Est.

1959 (902) Gurusharan Singh, Co-operative Farming in Bulgaria, Indian Farm Mechanization, New Delhi, 188 p.

1962 (3243) Gavriisky, V. and Katzdrov, I., Les assurances d'Etat en République populaire de Bulgarie. Edition en langues étrangères, Sofia, 49 p.

1962 (3021) Kiurchiev, M., A New Road for Bulgarian Agriculture. Foreign Language Press, Sofia, 76 p.

1962 (282) Penchev, K., Problemi na Trudovo-proizvoditelnite Kooperatsii, Nanka i Iskustovo, Sofia, 345 p.

1963 (2970) Iliev, B., Management, Organisation and Labour Payment in Co-operative Farms. Foreign Language Press, Sofia, 63 p.

1963 (2988) Paounovski, D., Les coopératives de consommation en Bulgarie. Edition en langues étrangères, Sofia, 77 p.

1963 (CLD) Boichev, I., Problemi i Zadachi v Razvitieto na Selskoto Stopansevo Prez Perioda 1961-1980 (Plan à long terme de la politique agricole en Bulgarie), Sofiia, Izd-Vo-Na Bulgarska Komunisticheska Partiia, 46 p.

1965 (CLD) La réorganisation socialiste de l'économie rurale en République populaire de Bulgarie. Editions en langues étrangères, Sofia, 169 p.

1967 (1125) Yanev, S., Consumer and Producer Co-operatives in Bulgaria. Foreign Language Press, Sofia, 106 p.

1967 (2336) Union centrale coopérative. Essence et activités des coopératives de consommation en Bulgarie, Sofia, 33 p.

1968 (2830) Rizov, A. and Alexieva, M., Organisation and Management of Co-operative Farms in Bulgaria, Sofia Press, Sofia, 380 p.

1969 (CLD) Ribarski, K. and Velchevska, L., Social Security in Bulgaria, Sofia Press, Sofia, 65 p.

1971 (3179) Agrargazdasagi Kutato. Bulgaria és Magyarorszaag Termeloszo (Coopératives de production en Bulgarie et Hongrie), Budapest, 182 p.

1971 (CLD 61984) Kartalev, D., Economie et organisation de l'agriculture. Sofia Press, Sofia, 414 p.

1971 (CLD 45794) Bulgarska Komunisticheska Partira. Directives of the Tenth Congress of the Bulgarian Communist Party for the Socio-Economic Development of the People's Republic of Bulgaria under the Sixth Five-Year Plan (1971-1975). Sofia, 50 p.

1971 (3114) Syulemezov, S., The Co-operative System in the Bulgarian Villages has Stood the Time-Test. Sofia Press, Sofia, 86 p.

1976 Ministère de l'Information et des Communications de la République populaire de Bulgarie. Office central des statistiques. Manuel statistique 1976, Sofia, 122 p.

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Book Notes

Films, studies and documents on co-operative training (1) produced by the National Centre for the Promotion of Co-operative Enterprises (CENAPEC) in the Ivory Coast

Films

1. La coopérative de commercialisation — 16mm — S. — Col — 30'

This didactic film on a marketing co-operative takes place in a small village. Its purpose is to show each leader of a 'co-operative oriented group' (GVC) the role he can play. The responsibilities of members of the committee of management are highlighted, and the attention of the members of the GVC is drawn to the importance of good quality products.

2. La coopérative maraîchère — 16mm — S. — Col — 25'

Deals with agricultural extension and the co-operative organisation of market-gardeners of the SODEFEL: first, they are made fully aware of the nature of the diseases and enemies of their cultures; then they are shown how a rational form of organisation - the co-operative - can help them to obtain better means of production and make their enterprise more profitable.

3. La coopérative, instrument de développement rural — 16mm — S. — b/w — 30'

Plantation cultivators are shown how the co-operative structure can help them increase their income thanks to the bonus paid to the co-operative for the joint collection of the produce. This bonus can then be invested in socio-economic equipment for the village as a whole.

4. Les vieilles plantations — 16mm — S. — b/w — 30'

The purpose is to show farmers the drawbacks of traditional methods of cultivation; similarly, the film shows the great waste of time, money and animal energy involved in trying to maintain in cultivation small fragmented units of coffee or cocoa plantations.

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(1) In French only.

5. Les plantations modernes groupées en bloc 16mm S. b/w 30'

This film is the answer to the preceding one. Its purpose is to show the advantages of consolidating plantations. With the aid of a flannel board and taking as an example some of the experiences carried out by other groups, the film highlights the advantages that exist for planters to group individual plots of land into plantation 'blocks'. This change in the method of cultivation will lead to a rational utilisation of modern production techniques (sprayers, cutters, fertilizers, processing).

6. L'expérience de Kaadé 16mm S. b/w 30'

Kaadé can be considered as a model village having successfully created a cultivation 'block' owned by the GVC. A work schedule set up by the members themselves allows them to work on the 'block' twice a week. The income thus derived remains in a joint fund and is invested into the socio-economic equipment of the village (storage, lorry, packing equipment school, etc.).

7. Le CENAPEC au service de l'homme 16mm S. Col 45'

"CENAPEC At Man's Service" is a medium-length film divided into three parts. The first part focuses on the disparaties which exist between Abidjan, a modern town, and its hinterland where planters do not have access to modern cultivation and management techniques. The second part shows the particular concern of the government for the rural people. The CENAPEC, an organ to assist the rural population and to provide it with an organisational framework, is highlighted together with its programme of education and training at all levels. The third part demonstrates the activities of the GVCs and their numerous socio-economic achievements.

Col = Colour

S. = Sound

b/w = black/white

Note: The first 20 pamphlets are intended for co-operative agents, whereas the following 16, as well as the technical bulletins are utilised for the education of co-operators.

Pamphlets

La promotion coopérative
Ses aspects techniques et psychologiques
(48 p.)

Definition and objectives of co-operative development and its technical and psychological aspects. Basic principles. First stages. Training of co-operative agents. The co-operative agent on the job.

Les techniques d'éducation coopérative
(46 p.)

Co-operative education. How to spread idea, improve skills and change attitudes? Co-operative education techniques. How to choose and combine co-operative education techniques?

Les aides visuelles
(19 p.)

What is a visual aid? Conception, choice and utilisation of visual aids.

Le cercle d'étude et d'action coopérative
(24 p.)

Co-operative study circle. Definition. Objectives. Organisational structure. Leadership in study circles. How to prepare a meeting of the circle? How to lead a meeting? How to assess a meeting?

Le processus de communication
(19 p.)

Definition. The four fundamental elements of communication. What should be done to successfully communicate with others?

Le problème du leadership dans les communautés rurales
(41 p.)

Problems of leadership in rural communities. What is a leader? Identification of rural leaders. Choice of rural leaders. Combining traditional leadership with modern leadership. Training of rural leaders. Participation of rural leaders in development programmes.

Techniques opératoires
près de la population rurale
(80 p.)

How to deal with the rural population. The rural environment and its influence on human attitude. Comprehension of a rural community. Individual contacts. Group contacts. Attitude of the contact man and of the members of the social group. Reminder of the basic principles of sociological action.

Initiation à la gestion
des coopératives
(49 p.)

Co-operative management: what it is and what it does. Why is it necessary to know about it? Who is responsible for it?

Les problèmes de gestion
(60 p.)

Problems of management: problems of structure, of premises and equipment, of marketing, of group purchasing and supply, of supply of services, of book-keeping and finances. Human problems.

Dynamique de groupes
en cinq leçons
(17 p.)

Five lessons dealing with group dynamics. Definition: the group; group animation; animation of different types of meetings. Technical animation of a meeting.

Guide de l'instructeur
(20 p.)

Instructor's guide. Conditions for an efficient adult education. How to evaluate training needs. Principles of a successful training. How to elaborate and realise a training programme. Training and education. The behaviour of a good instructor. Group dynamics in training. The art of teaching. Training techniques. The combining of different training techniques. Assessment of a training course.

La méthode des cas
(16 p.)

Case studies method: background, definition, objectives, limitations. Preparation. Presentation. Discussion of a case study.

Le jeu des rôles
(19 p.)

Role playing. What is a role? What is role playing? Co-operative education technique. Preparation and presentation of role playing. Practical guide for the use of role playing.

Connaissance de la coopération
(221 p.)

Why co-operation? The traditional forms of mutual assistance. The co-operative organisation. Classification of co-operatives. Main categories of co-operatives. Setting up a co-operative. Administrative organisation. Financial organisation.

Statut de la coopération en Côte-d'Ivoire
(220 p.)

Position of co-operative movement in Ivory Coast. Definition of the co-operative society. Legal nature of the co-operative society. Constitution of a co-operative. Admission and withdrawal of members. Functionning of the co-operative society. Financial provisions. Liquidation of co-operative societies. Control of co-operatives. The co-operative federal. Structure. Co-operative management. The co-operative movement and education.

La coopération en Afrique occidentale: Evolution et tendances
(204 p.)

Co-operation in French speaking countries of West Africa: Development and trends. Introduction: What is an under-developed economy? Necessity for co-operation in Africa. Western European form of co-operation and Africa. Pre-cooperative organisations. Rural planning co-operatives in Dahomey. The co-operative sponsorship. Rural 'animation' and the co-operative movement. Dynamic pedagogics and the education of illiterate co-operators. The training of accountants-cashiers, of secretaries.

L'étape précoopérative en Côte-d'Ivoire Le groupement à vocation coopérative (GVC)
(52 p.)

The pre-cooperative phase in the Ivory Coast: The co-operative oriented group (GVC). Definition. Legal status. Birth, life and end of a GVC. Union of GVCs.

La coopérative d'habitation
(101 p.)

Co-operative housing. The housing crisis and possible solutions. Co-operative housing throughout the world. Setting up housing co-operatives in developing countries.

Comment préparer et diriger une réunion
(10 p.)

How to prepare and lead a co-operative meeting.

Procès-verbaux des réunions coopératives
(11 p.)

Records of the meetings of the Committee of Management and of the general meeting.

The leader of the co-operative study circle
(through pictures) 15 p.

Fishermen's co-operative through pictures 29 p.

The agricultural co-operative through pictures 33 p.

The purchase and supply co-operative for carpenters
(through pictures) 48 p.

The savings and credit co-operative
through pictures 50 p.

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through pictures 16 p.

The farmers' GVC through pictures 41 p.

Admission and withdrawal of members 25 p.

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Records of meetings 30 p.

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(through programmed learning) 11 p.

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The co-operative through pictures

Teaching aid No. 1
Writing-off of equipment 11 p.

Teaching aid No. 2
How to buy a lorry 17 p.

A collection of 70 teaching illustrations "The Co-operative Through Pictures" with coloured slides

Introduction to co-operation	Illustrations 1 to 14
Co-operative principles	Illustrations 15 to 22
The General Meeting	Illustrations 23 to 36
The Committee of Management	Illustrations 37 to 43
Rights, duties and responsibilities of the co-operator	Illustrations 44 to 70

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Grouped production leads to strength	13 p.
How to prune coffee plants?	8 p.
How to plant a young coffee or cocoa plant?	9 p.
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The co-operatives	7 p.
The co-operative idea	13 p.
Definition of the co-operative	22 p.
The General Meeting	36 p.
The Committee of Management	43-35 p.
Duties and responsibilities I	58 p.
Duties and responsibilities II	70 p.
Co-operative Study Circles	88 p.

STUDIES AND DOCUMENTS

Book-Keeping Handbook for co-operatives (1972)	263 p.
Introduction to book-keeping for village co-operatives (1972)	74 p.
Administrative and book-keeping organisation scheme for pineapple co-operatives (1972)	81 p.
Study on transport equipment for consumer GVCs (1973)	14 p.
Book-keeping organisation for consumer GVCs (1973)	77 p.
Management and cost calculation (1973)	59 p.
Annual Report of the Azaguié Union (1973)	10 p.
Plan for the evaluation of results in pilot coffee-cocoa GVCs (1973)	22 p.
Mission report on the co-operative union "L'Entente" and productivity assessment (1974)	13 p.
World Bank methods for the calculation of the cost of transport equipment (1974)	14 p.

Results of an inquiry on the training of cashiers book-keepers (1974	29 p.
Study on the poultry co-operative (COPRAVI" (1974)	41 p.
Study on the development of coffee-cocoa groupings (1974)	50 p.
Book-keeping organisation scheme for the CENAPEC (1975)	42 p.
Cost of the mechanised cultivation of cassava (1975)	104 p.
Taxation regulations for artisans and handicraft co-operatives in the Ivory Coast (1975)	38 p.
State societies for sectoral development in the Ivory Coast (1975)	95 p.
Organisation and management scheme for a production chain (1974)	18 p.

Subjects	Country
Theory	France General

No. 67 (5506 B)

Title

Réformer l'entreprise en 1975 ? Des pouvoirs pour les travailleurs

Source	Pages
Editions Cujas, Paris 1975 19, rue Cujas, 75006 PARIS (France)	196

Author	Language
Georges Lasserre	French

Subjects	Country
Theory	General

No. 68 (5507 B)

Title

Pour un régime parlementaire rénové

Source	Pages
Editions Presses Universitaires de France, Paris 1974 108 Bd. St Germain, 75005 Paris (France)	94

Author	Language
Bernard Lavergne	French

Subjects	Country
Multipurpose co-operatives	South East Asia

No. 69 (5142 B)

Title

Multipurpose Co-operative Societies in South East Asia

Source	Pages
International Co-operative Alliance, Regional Office and Education Centre for S.E. Asia, New Delhi, 1974 43 Friend's Colony, New Delhi 110014 (India)	139

Author	Language
J.M. Rana	English

Prof. G. Lasserre, a fervent co-operator as well as an eminent theoretician of co-operation, has already commented on the "Rapport Sudreau" (cf. "Revue des études coopératives", No. 180); in the present work, he expresses his views on the enterprise reform in France. After analysing the Sudreau Report and recalling the actions carried out in France to allow workers to fully benefit from all the advantages offered by the enterprise which employs them, but without being able to participate in the management of the enterprise, the author describes a certain number of experiences in other countries, and in particular, the co-partnership system in the Federal Republic of Germany.

In this book, written one year before his death, Professor Lavergne again explains his long-standing position as regards universal suffrage. The author's views are of interest to co-operators, all the more so that he compares the State to one large public service co-operative society, where the universal suffrage would no longer be "one man, one vote" but rather "one consumer, one vote" and "one producer, one vote", each vote representing an individual interest. Prof. Lavergne therefore advocates the establishment of a Parliament of which two thirds would be elected democratically from among representatives of political parties, on the one hand, and from among representatives of professional groups and welfare associations, on the other hand; the last third would be elected by selected competent civil servants who, according to the author, are the only people able to discern the common interest. The ideas expressed by the author - a man of sincerity and boldness - could guide co-operators in their search for an appropriate structure which would lead to a true economic democracy.

Detailed study of the history, activities and problems of multipurpose co-operative societies created in South East Asian countries with a view to solving the problems facing rural organisations in these countries (and eventually in other developing countries) and to providing farmers with the services they normally obtain through money lenders. Case studies on two agricultural co-operative societies in Japan, prepared by L. Gunawardana, are reproduced in an appendix to this book.

Subjects

Agricultural co-operatives

Country

United Kingdom

No. 70 (5501 B)

Title

British Agricultural Co-operatives

Source

Hutchinson Benham Ltd., London, 1975

Pages

168

Author

J. Morley

Language

English

Subjects

Theory
Industrial co-operatives (sugar factories)
Co-operative financing

Country

Inde
General

No. 71 (5498 B)

Title

Writings and Speeches of Professor D.R. Gadgel on Co-operation

Source

Gokhale Institute of Politics and Economics, Poona, 1975
Orient Longman Ltd., New Delhi, 1975
3/5 Asaf Ali Road, New Delhi, 110001 (India

Pages

296

Author

Gokhale Institute of Politics and Economics, Poona

Language

English

Subjects

Trade and financial management (retail)
Consumers' co-operatives

Country

General
India

No. 72 (5508 B)

Title

Studies in Retailing, Consumers' Co-operation and Public Distribution System

Source

Harshad Prakashan, Poona, 1975
1164/10 Shivajinagar, Poona 5 (India)

Pages

201

Author

K.K. Tainzni

Language

English

A full survey of the agricultural co-operative movement in Great Britain, the importance of which, with a total turnover of 700 million pounds, is of much greater significance than is usually realised; and its growth since the end of the Second World War has been a major development in the British economy. The author first underlines the influence of co-operative principles and methods in the organisation of British agriculture; he then analyses the problems - legal, financial, managerial and structural - which have faced co-operators. The final chapter is a discussion of the issues likely to be involved by the entry of Great Britain into the European Economic Community.

A compilation of lectures, writings and speeches by Prof. D.R. Gadgil on co-operation between 1952 and 1970. Divided into three parts:

- lectures delivered in 1960 at the Punjab University, on the topic "Towards a Co-operation Commonwealth";
- statements on co-operation and economic development, with particular reference to India", on the financing of co-operatives, on the relationship between co-operatives and the State, on the development of the co-operative movement and on co-operative education and training;
- writings and speeches on Indian sugar co-operatives; Prof. Gadgil greatly contributed to the development of these co-operatives and was instrumental in setting up the first one in 1949. This last part of the compilation illustrates the important role which co-operatives can play in the agro-business sector as well as in the processing of agricultural produce, in spite of all kinds of difficulties they have to surmount.

A collection of 23 essays presented in three sections:

- Problems and development of retailing - present situation and strategy to adopt to meet new needs of consumers; improvement and control of productivity; lay-out, placement and display in a retail shop (with diagrams); control of stocks and of finances; implications and trends of to-morrow's retailing.
- Distribution of commodities by public distribution system and by consumers' co-operatives: organisation of a sound co-operative structure; problems posed by super-markets; necessity to create a co-operative holding; reasons for the success of the largest co-operative departmental store in India (Chinthamani at Coimbatore).
- Recent trends in retailing in Western Europe.

Subjects	Country
Directory of agricultural organisations and co-operatives	International

No. 73 (not incl. in bibliog.

Title

IFAP Directory
IFAP Handbook of Member Organisations

Source	Pages
International Federation of Agricultural Producers, Paris, 1975 1 rue d'Hauteville, 75010 Paris (France)	106

Author	Language
International Federation of Agricultural Producers, Paris, 1975	English French

Subjects	Country
Workers' production co-operatives Agricultural co-operatives Consumers' co-operatives	France

No. 74 (5326 B)

Title

Les coopératives, lieux de formation et de participation ?

Source	Pages
POUR, No. 37 Special "Co-operatives", Paris 1974 GREP 13-15 rue des Petites Ecuries, 75010 Paris (France)	178

Author	Language
Various authors	French

Subjects	Country
Education-training Audio-visual methods	General

No. 75 (manual 255)

Title

A Handbook of Communication and the Co-operative Teacher

Source	Pages
International Co-operative Alliance, Regional Office and Education Centre for South East Asia, New Delhi, 1975, 43 Friend's Colony, New Delhi 110014 (India)	127

Author	Language
D. Prakash	English

A new IFAP Handbook (the previous edition was published 15 years ago) giving information on:

. IFAP's origin and activities, on some of its major policies during the 30 years of its existence;
. its constitution;
. its membership, with complete data on the 53 member organisations in 44 countries

Special issue on "Co-operatives" published by an organisation which, by concentrating its efforts on continuing training, has endeavoured to examine the opportunities for training and participation offered by three of the many types of French co-operatives (each one corresponding to a chapter). The texts presented here on the one hand, analyse training in general, development (with its successes, limitations and failures), and present-day problems faced by these co-operative organisations; on the other hand, they reflect the thinking of persons who have been, or are still responsible for training in one or several of these organisations; finally, they give an account of the reactions of representatives from the organisations implied in the above analysis. This exchange of views does indicate however that the "Co-operative utopia" still remains one of the most promising roads for the future.

This handbook, originally written in 1971, was used by the author in conducting workshops, as well as by specialists in co-operative education; it has now been revised and completed. After briefly introducing the basic principles of communication, and the qualifications which every co-operative educator should have, the author reviews the various teaching methods (for individuals or for groups), as well as the teaching aids and audio-visual supports which can be utilised, indicating how they can be produced locally.

(Graphs, reproduction of the material utilised, bibliography)

Subjects

Building and housing co-operatives
By-laws

Country

Federal Republic of Germany

No. 76 (561 B)

Title

Housing co-operatives
A Method of Self-Help

Source

Friedrich-Ebert-Stiftung, Bonn (2rd edition, 1972)
D-52 Bonn, Bad-Godesberg, 1 Koelnerstrasse 149 (FRG)

Pages

66

Author

G. Vollmer-Rupprecht

Language

French
English

Subjects

Accountancy

Country

Spain

No. 77 (Manual 454)

Title

Manual para Interventores de Cuentas de las Cooperativas

Source

Centro Nacional de Educación Cooperativa, Zaragoza
1975
San Felix 9, Zaragoza, España

Pages

Author

F. Marti Queixalós

Language

Spanish

Subjects

Thrift and Credit Co-operatives
(Credit Unions)
By-laws

Country

United States

No. 78 (5503 B)

Title

Comparative Digest of Credit Union Acts

Source

CUNA, Madison, 1975
P.O. Box 431, Madison, Wisconsin 53701, USA

Pages

Author

Language

English

In this 10th issue of the Friedrich-Ebert Foundation series, the author mainly outlines the history, structure and functions of the housing co-operatives in the Federal Republic of Germany; against this background, he reflects on the possibilities which might result for developing countries, without attempting however to indicate a pattern which could be regarded as generally valid for countries of Africa, Asia and Latin America, where conditions of life, climate, environment, etc. are different from those prevailing in the Federal Republic. The by-laws of a German housing co-operative are reproduced in the Appendix; they are preceded by the examination of the conditions required for the successful establishment of such a co-operative.

This manual has been drafted for auditors of co-operative accounts by a specialist with first-hand practical experience in accountancy problems faced by co-operatives; the author has taken into account the provisions contained in the new Co-operative Law of December 1974, and of those of the "National Accountancy Plan for Small and Medium-Sized Enterprises" to which it is proposed to subject co-operatives. The book is not a theoretical essay but shows how current problems can be solved by utilising simple methods in keeping correct records and thus facilitating the auditor's work.

Analysis of the various legislations regulating Credit Unions in 45 States of the United States comparing them with the Federal Credit Union Act and the model State Credit Union Act. The last edition of this work and study instrument was published in 1966.

Subjects

Education-Training

Country

General

No. 79 (Manual 444)

Title

Participative Teaching Methods
A Guide with Specimen Exercises for Co-operative Teachers

Source

International Co-operative Alliance, London 1975
11 Upper Grosvenor Street, London W1X 9PA (UK)

Pages

119

Author

Co-operative Education Materials Advisory Service (CEMAS), International Co-operative Alliance

Language

English

Subjects

Consumers' co-operatives

Country

Iran

No. 80 (Manual 442)

Title

Retail System Manual

Source

Iranian Workers' Consumer Co-operatives, Teheran, 1975 (Project ILO/UNDP/IRA/74/011, c/o OIT, P.O. Box 1655, Teheran)

Pages

270

Author

J. Roland

Language

English
Farsi (to be published)

Subjects

Education-Training

Country

Uganda
Kenya
Tanzania
(Zambia)

No. 81 (not incl.in bibliog

Title

High Level Manpower Training needs and Facilities

Source

International Co-operative Alliance, Regional Office for East and Central Africa, Moshi, 1975
P.O. Box 946, Moshi, Tanzania

Pages

146

Author

K. Verhagen

Language

English

This Guide is divided into three parts:

- Description of a number of teaching techniques, called participative teaching methods, because they encourage students to actively participate in the teaching and learning process (explaining how they should be applied and what are their limitations).
- A Bibliography, followed by excerpts from some of the main books and readings of the subject.
- Specimen ranking exercises, case studies, in-tray exercises, role plan exercises, debating exercise.

Six training institutes have collaborated in the preparation of this guide (Loughborough, Madison, Poona, Nairobi, Manila and Port-Louis), which is designed to assist co-operative colleges and training institutions in the use of new and improved methods.

Review and analysis of various training programmes set-up since independence in East Africa (in particular, in Kenya, Tanzania and Uganda) and designed for governmental or non-governmental high-level personnel in co-operative services. The survey of these programmes brings into light their failures and inconveniences and identifies the types of courses required in the various sectors of manpower training. A number of appendices give detailed and comparative information on the organisation, financing, general activities of training institutes, on their curricula (at various levels), and the number of students attending training courses. Suggestions and recommendations are made as regards steps to be taken to solve some of the most important problems.

This manual is designed to serve as a guide for retail co-operative managers, department managers and their staff in their daily tasks of operating a successful co-operative. The author's approach remains simple and pragmatic and he always refers to the most modern techniques. All general retailing problems are discussed: buying, inventory control, pricing, display, safety, organisation, personnel. With regard to meat characteristics, mention should be made here of photographs showing different cutting and display specifications. Each item can be considered as a check-list of what should be done and of what should be avoided.

Price: 8 Swiss francs